



LIBRARY COMMITTEE

Tuesday 16 October 2018

MINUTES

PRESENT:

Professor Anthony Smith (*Chair*);
Dr Patti Adank; Ms Stefanie Anyadi; Dr Paul Ayriss; Dr Richard Freeman; Mr Rex Knight;
Professor Diane Koenker; Professor Vivek Mudera; Ms Kate Pearce; Dr Sophia Psarra; Mr
Saddiqur Rahman [*for items 1-6.3*]; Dr John Sabapathy; Professor Philip Schofield

In attendance: Mr Ben Meunier (Director of Operations, UCL Library Services – *observer*); Mr
Martin Moyle (Director of Services, UCL Library Services – *observer*); Ms Olivia Whiteley
(Secretary to Library Committee)

Apologies for absence were received from Dr Simon Banks, Dr Mike Cope, Mr Farooq Dean,
Dr Charles Inskip and Dr Hazel Smith.

Key to abbreviations

APC	Article Processing Charge
CESB	Central Estates Strategy Board
EC	European Commission
EU	European Union
FAIR	Findable, Accessible, Interoperable and Reusable
FLC	Faculty Library Committee
GDPR	General Data Protection Regulation
GOS ICH	Great Ormond Street Institute of Child Health
IOE	UCL Institute of Education
KPA	Key Performance Area
LC	Library Committee
LERU	League of European Research Universities
NSS	National Student Survey
OA	Open Access
PGT	Postgraduate Taught
PTES	Postgraduate Taught Experience Survey
SLASH	UCL School of Laws, Arts and Humanities, and Social and Historical Sciences
THELMA	Times Higher Education Leadership & Management Awards
UKRI	UK Research and Innovation
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPI	UCL Person Identifier
VfM	Value for Money

<p style="text-align: center;">Preliminary business</p>
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1 WELCOME FROM THE CHAIR

- 1.1 The Chair welcomed committee members to the first LC meeting of the 2018-19 session.

2 TERMS OF REFERENCE, CONSTITUTION AND MEMBERSHIP

- 2.1 **Received** – the terms of reference, constitution and membership of Library Committee.
- 2.2 LC was notified that the Chair and Secretary were working to finalise the constitution and membership of LC and that further updates should be expected.

3 MINUTES OF 11 JUNE 2018 MEETING

- 3.1 **Approved** – the Minutes of the Library Committee meeting held on 11 June 2018 [LC Minutes 26-37, 2017-18].

4 MATTERS ARISING FROM THE MINUTES

[see also 6 and 8 below]

4A Report from the Pro-Vice-Provost (UCL Library Services)

[LC Minute 28, 11.06.18]

- 4A.1 Plans for the Stanmore site were under review by UCL Estates.
- 4A.2 Discussions had taken place with UCL Estates around the specific needs of doctoral students and had been taken into account in the drafting of the Library Strategy 2018-21.

4B Open Science

[LC Minute 30A, 11.06.18]

- 4B.1 Plans for the implementation of Open Science at UCL would be brought to LC for discussion in due course. It was noted that LERU would not advocate a single approach for all institutions, but rather, identify models of good practice for adoption at the institutional level under each of the eight pillars identified in the EC's Open Science agenda. Comments from LC on the adoption of Open Science principles were welcomed by Dr Ayriss for feedback at a forthcoming LERU meeting in January 2019.

4C Changes to Library loan periods

[LC Minute 31.4, 11.06.18]

- 4C.1 The proposed changes to Library loans discussed at LC's June 2018 meeting were carried.

4D **New to UCL survey**
[LC Minute 32.3, 11.06.18]

- 4D.1 A report comparing the results of the *New to UCL* survey and the PTES would be brought to LC for consideration in the Spring or Summer 2019.

Matters for discussion

5 **REPORT FROM THE PRO-VICE-PROVOST (UCL LIBRARY SERVICES)**
[PAPER 1-02 (18-19)]

- 5.1 **Received** – the report on progress in delivering the Library Services Strategy 2015-2018 at [LC 1-02 \(18-19\)](#), presented by Dr Paul Ayris, Pro-Vice-Provost (UCL Library Services).
- 5.2 The [2015-18 Library Services Strategy](#)¹ had formally ended in August 2018. Of the 94 action lines drawn up against the six KPAs of the Strategy, 95% had been delivered or were on track to be delivered by the end of 2018. An analysis of those goals which had not or could not be delivered showed that this resulted largely from circumstances beyond the Library's control. The Pro-Vice-Provost congratulated colleagues on this result, highlighting in particular the Library's achievement in providing an additional 534 study spaces using £1.4 million of additional funding secured from the CESB. Among other highlights, for the second time in three years, UCL Library Services had been awarded the 2018 THELMA Award for "Outstanding Library Team". A further cause for celebration was the formal inscription of the Orwell Papers housed at UCL Special Collections to the UNESCO Memory of the World International Register. This was a prestigious accolade and particular thanks were given to the Director of Services (Library Services) for his efforts in securing this recognition.
- 5.3 Feedback was sought from LC on how to enhance the Library's performance in Student Surveys. Despite some improvement in the Library's recent performance against the two library-related questions of the NSS, the scores were within the fourth quartile for the Russell Group. Free-text comments attached to responses generally indicated that the lack of adequate study space provision was the greatest single source of concern; it was anticipated that this would be alleviated by the opening of the new Student Centre, which would bring the space ratio more in line with the Russell Group average. The Library was nonetheless encouraged to continue to consider other ways to enhance space provision in Bloomsbury after the opening of the Student Centre. LC queried whether breakdowns of survey scores at the Faculty level were available; the Student Survey Working Group would consider these and bring a more nuanced picture of results back to LC. It was noted that, where Departments and Faculties scored below an increased threshold of 85%, then they would be expected to produce an action plan.

ACTION: Dr Paul Ayris

¹ <https://www.ucl.ac.uk/library/about-us/ucl-library-services-strategy-2015-18>

- 5.4 During discussion, a member of LC questioned whether staff continued to place cards on unattended, occupied study spaces inviting other students to use them if empty for 30 minutes or more, as took place during the recent 'Share the Space' campaign. It was reported that the campaign continued to be promoted via posters and cards around Library spaces, rather than by staff placing cards on desks. ISD had rolled out sensors across all Library spaces with the resulting space availability data made available on the Library website and the mobile app 'UCLGo!'. LC suggested that the Library work towards increasing the visibility of this live data. It was noted that there would be a campaign around the use of 'UCLGo!' and that efforts would be made to increase the number of screens displaying the feed, including in the new Student Centre. It was suggested that the Library take steps to demonstrate how it had made improvements in response to student feedback and LC noted that the Library's annual report could be used as a medium for this activity.

ACTION: Dr Paul Ayris

- 5.5 UCL's first Open Science Workshop was held in June 2018, receiving over 60 attendees. It was intended to hold the Workshop on an annual basis to seek feedback from colleagues on the implementation of Open Science principles at UCL. One such activity was the forthcoming launch of a new UCL data repository for the collection of research data, in light of which LC was invited to suggest ways of encouraging responsible research data management based on FAIR data principles. LC noted that the culture of sharing research data was likely to be less pronounced in some disciplines and also restricted by the need to comply with GDPR in some cases. It was hoped that responsible data management practices would be partially embedded via the training of researchers in the Doctoral School. Other suggestions included role modelling opportunities, with those who had adopted Open Science principles sharing their approach and the impact on their work with others. It was also suggested that the Library point to the longstanding Bentham Project as an example of Open Science principles in practice. On a more general note, it was suggested that the Workshops routinely make clear to departments, particularly in SLASH, that Open Science related to all disciplines and not only the scientific subjects.
- 5.6 A member of LC queried how the new administrative system for library management operations (Alma) had bedded down since its launch in September. There had been some dissatisfaction from users regarding unresponsive hyperlinks and notices generated in error; the transfer of UPI data from the IOE had also generated some problems. Issues with the service interface between Alma and Explore Discovery had been resolved, while remaining problems had been identified and drawn up into a list.
- 5.7 The percentage of modules with a Portico presence which engaged with ReadingLists@UCL had reached 67% by the end of June 2018. Some concern was expressed regarding the remaining percentage which did not engage with the ReadingLists service. Library Services had led an active advocacy campaign to encourage take-up, which was also dependent to a large extent on the module teacher. Students were encouraged to use feedback mechanisms to express desires for further take-up of ReadingLists.

6 **UCL LIBRARY SERVICES STRATEGY 2018-2021**

[PAPER 1-03 (18-19)]

6.1 **Received** – the proposed UCL Library Services Strategy 2018-2021, presented by Martin Moyle, Director of Services (UCL Library Services).

6.2 LC was reminded that Library Services operated a strategy cycle in which a framework of high level objectives was set for the forthcoming four-year period. Since the June 2018 meeting of LC, at which the draft strategy document at [LC 3-21 \(17-18\)](#) had been shared, the strategy had been refined by the Library Services Senior Management Team to the version presented to LC at paper [LC 1-03 \(18-19\)](#). The key enablers of UCL 2034 provided the overarching vision behind the Library Services Strategy and were linked through six KPAs, each consisting of three or four strategic goals. Some of these objectives were highlighted as follows:

- a) **User Experience** – Mindful that Library sites were the only buildings open on campus at some hours, opportunities to enhance student wellbeing and support provision would be a particular focus under the User Experience KPA. Investment in skills programmes, training and research support initiatives in areas such as text and data mining was another area of planned activity. There were also plans to introduce fellowships for research using UCL Special Collections materials such as the Orwell papers.
- b) **Staff, Equality, Diversity and Inclusion** – Improving career development support for Library staff and change management processes were two of the goals of this second KPA.
- c) **Finance and Management Information** – Among the commitments of this third KPA of the strategy, VfM featured prominently. Key actions would be to explore new income streams, encourage staff engagement with financial awareness and collect and analyse library data.
- d) **Systems, Collections and Processes** – In the context of UCL’s wider commitment to electronic records management in the context of GDPR, Library Services would review its digital infrastructures. Another objective was to increase the visibility of UCL’s unique collections, a goal which provided considerable scope for collaboration with publishers, alumni and the student community to digitise and transcribe UCL holdings.
- e) **Sustainable Estate** – Quality learning space provision was a key priority of this KPA and would be addressed in part through the creation of several new learning hubs across Bloomsbury. Library Services would also continue its commitment to re-housing UCL Special Collections and would increase dedicated provision for postgraduate students with a view to improving their study experience.
- f) **Communication, Open Science and Outreach** – The launch of a new Communication Strategy for Library Services and a range of Open Science initiatives were planned under this sixth KPA.

- 6.3 LC was invited to comment on the Strategy. Under the first KPA on User Experience, it was suggested that Library Services could seek to take steps to reduce the cost burden for students. It was noted that activities such as the UCL Press textbook initiative would impact favourably on reducing such costs. In respect of the fourth KPA, Professor Philip Schofield offered to contribute insights from the Bentham Project towards the development of digitisation activities. At the recommendation of LC, the Strategy would be revised such as to clarify that the Connected Curriculum was one means to supporting research-based education, rather than an end goal in itself.

ACTION: Martin Moyle

- 6.4 **Approved** – the Library Services Strategy 2018-2021. A more detailed and time-bound Strategy action plan would next be produced.

7 **REPORT ON LOANS AND OTHER CIRCULATION ACTIVITY**

[PAPER 1-04 (18-19)]

- 7.1 **Received** – the paper at LC 1-04 (18-19) presented by Martin Moyle, Director of Services (UCL Library Services).
- 7.2 The paper at LC 1-04 (18-19) provided LC with statistics on the Library's circulation activities over 2017-18, accompanied by a brief commentary and comparisons against historic trends. LC received a summary of the headline figures outlined in the report.
- 7.3 The number of Library circulation transactions (loans, renewals and returns) carried out in the 2017-18 academic session was close to two million, representing a slight decline on the previous year in spite of rising student numbers. Some 92% of these transactions were 'self-service' in nature, a proportion noted to be on the rise. Of the 17 Library sites with a borrowing service, the Main Library accounted for one third of all loans. The figures showed that loans activity was less pronounced in the Eastman, GOS ICH, Moorfields, Institute of Neurology, Stanmore and Ear Institute sites, probably as a result of higher proportions of postgraduate students who were less likely to borrow textbook materials.
- 7.4 Longer-term loans, as well as the uptake of ReadingLists@UCL and investment in e-books (downloads of which were not counted as circulation transactions) were suspected reasons for the decline in transactional activity. Other possible reasons included changing teaching practices, increased numbers of PGT students who were less likely to refer to textbooks, along with 24-hour waiting periods for stock housed outside the Library sites. Data suggested that the Library was not an outlier in terms of loan behaviours and that other institutions like UCL were increasingly investing in e-resources. Libraries had seen a change in nature over the last 15 years, with more emphasis on learning spaces and less transactional counter space as the tendency towards self-service activities had grown.
- 7.5 FLCs, which would receive the Library data, were encouraged to provide feedback. LC questioned whether more granular figures at the Faculty or disciplinary level could be produced to further explore the reasons for changing transactional behaviours which, it was noted, could potentially be affected by changing pedagogical practices, increased volumes of downloadable materials, or

a decline in student independence. It was suggested that case studies and learner analytics of download behaviours and ReadingLists@UCL usage could also help to paint a fuller picture of changing trends. Though not a significant issue for UCL, such data could help to highlight opportunities to promote progression. Martin Moyle would seek the assistance of the UCL Data and Insight Service in the Planning Team to explore learner analytics.

ACTION: Martin Moyle

8 **PLAN S AND LIKELY IMPACTS ON UCL**

[PAPER 1-05 (18-19)]

- 8.1 **Received** – the suite of papers at LC 1-05 (18-19) which provided an overview of Plan S, presented by Dr Paul Ayris, Pro-Vice-Provost (UCL Library Services).
- 8.2 Plan S was a coalition initiated by Science Europe, driven by the European Commission’s Open Science agenda and joined by a number of research funders (among them, UKRI) in response to slow rates of transition towards Open Access. By joining Plan S, research funders mandated that access to research publications generated as a result of their grants must immediately be made fully and openly accessible and not monetised in any way. This commitment represented a decisive move towards Open Access, accelerating progress towards the EU deadline, resolved in 2016, to make all scientific publications immediately accessible by 2020.
- 8.3 LC considered the principles of Plan S, noting that the prevailing subscription-model of scientific publishing, including hybrid variants involving the payment of APCs to commercial publishers, would be incompatible with the mandate. From 1 January 2020, outputs resulting from the funding of a member of the Plan S coalition would need to be published in a pure OA journal or on a publishing platform compliant with the requirements of the mandate.
- 8.4 LC queried what actions could presently be taken. While the principles of Plan S were agreed by LERU and more research funders were expected to sign up to the terms, a plan of implementation was still uncertain. Compliance required a culture change in the UK and other contexts and Brexit was likely to present an additional challenge to UK researchers seeking a compatible publishing platform from 2020. Dr Ayris would provide LC with an update on Plan S at its next meeting. In the meantime, Dr Ayris would welcome comments on the mandate from LC, other committees and colleagues across UCL Faculties.

ACTION: Dr Paul Ayris

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

[PAPER 1-06 (18-19)]

- 9.1 **Received** - a summary of the Library’s progress in project bidding applications at LC 1-06 (18-19).

- 9.2 LC noted that project bidding activities were linked to the UCL Library Services Strategy.

10 **RISK REGISTER**

[PAPER 1-07 (18-19)]

- 10.1 **Received** – a revised version of the Library Services local risk register at LC 1-07 (18-19).
- 10.2 LC had requested at its December 2017 meeting that the local risk register be refreshed and areas identified as high-risk revisited. A revised version was presented to LC at LC 1-07 (18-19). LC considered the revised risk register and suggested that high-risk areas be revisited again, on account of the mitigation techniques available.

ACTION: Dr Paul Ayris

11 **UCL LIBRARY COMMITTEE ANNUAL REPORT 2017-18**

[PAPER 1-08 (18-19)]

- 11.1 **Approved** – the UCL Library Committee Annual Report for 2017-18, at LC 1-08 (18-19).
- 11.2 The LC Annual Report would be submitted to the Academic Committee and, subsequently, to the Academic Board and Council.

12 **REPORTS FROM WORKING GROUPS**

[PAPER 1-09 (18-19)]

- 12.1 Since the previous meeting of LC, LC Officers had received the Minutes of the following Working Groups of LC:
- Bibliometrics Working Group – 22 May 2018;
 - Publications Board – 14 May 2018.

13 **REPORTS FROM FACULTY LIBRARY COMMITTEES**

[PAPER 1-10 (18-19)]

- 13.1 Since the previous meeting of LC, LC Officers had received the Minutes of the following FLCs or Faculty-level Committees:
- Arts and Humanities and Social and Historical Sciences Joint Faculty Library Committee – 20 March 2018 and 6 June 2018 (unconfirmed);
 - Mathematical and Physical Sciences – 8 June 2017, 11 December 2017 and 27 March 2018.

14 DATE OF NEXT MEETING

- 14.1 The next meeting of LC would take place on Tuesday 5 February 2019 at 10.00am.

OLIVIA WHITELEY

Secretary to the Library Committee

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December 2018