



LIBRARY COMMITTEE

Monday 27 February 2017

MINUTES

PRESENT:

Professor Anthony Smith (*Chair*)

Dr Paul Ayris; Dr Simon Banks; Dr Mike Cope; Mr Mark Crawford; Dr Caroline Essex; Dr Richard Freeman; Dr Kenth Gustafsson; Ms Louise O'Brien; Professor Philip Schofield

In attendance: Mr Ben Meunier (Assistant Director, Public Services, Library Services - *observer*); Mr Martin Moyle (Assistant Director, Support Services, Library Services - *observer*); Ms Olivia Whiteley (Secretary to Library Committee)

Apologies for absence were received from Ms Halima Begum, Dr Julie Evans, Dr Ian Giles, Mr Rex Knight, Dr Sophia Psarra, Dr John Sabapathy and Dr Hazel Smith.

Key to abbreviations

BEAMS	UCL School of the Built Environment, Engineering and Mathematical & Physical Sciences
FLC	Faculty Library Committee
HE	Higher Education
HEFCE	Higher Education Funding Council for England
HEI	Higher Education Institution
GOS ICH	UCL Great Ormond Street Institute of Child Health
KPA	Key Performance Area
LC	Library Committee
MAPS	UCL Faculty of Mathematics and Physical Sciences
NSS	National Student Survey
OA	Open Access
PIQ	Programme Initiation Questionnaire
RNOH	Royal National Orthopaedic Hospital
SLASH	UCL School of Life and Medical Sciences
SLMS	UCL School of Laws, Arts & Humanities and Social & Historical Sciences
SMT	Senior Management Team
UCLH	University College London Hospitals
UCLU	University College London Union
UKRR	UK Research Reserve
VFM	Value for Money

Preliminary business

15 **WELCOME FROM THE CHAIR**

15.1 Coinciding with UCL Library Services' change of reporting line from UCL Professional Services to the Office of the Vice-Provost (Research) and with effect from December 2016, Professor David Price (Vice-Provost, Research) had stepped down from LC and Professor Anthony Smith (Vice-Provost, Education and Student Affairs) had assumed the role of Chair of LC.

15.2 Professor Smith welcomed LC officers to the meeting.

16 **MINUTES OF 13 DECEMBER 2016 MEETING**

16.1 **Approved** – the Minutes of the Library Committee meeting held on 13 December 2016 [LC Minutes 1-14, 2016-17].

17 **MATTERS ARISING FROM THE MINUTES**

[see also 6, 7 and 11 below]

17A **Terms of reference, constitution and membership**

[LC Minute 2.2, 13.12.16]

17A.1 Changes to the LC constitution reflecting Professor David Price's stepping down from LC *[see 15.1 above]* would be reported to Academic Committee at the beginning of the 2017-18 session. The Secretary would update the LC constitution and membership prior to the next meeting of LC.

ACTION: Secretary

17B **Report from the Director of UCL Library Services: Operational Plan 2015-20**

[LC Minute 5.5, 5.6, 13.12.16]

17B.1 Following discussions between the UCLU Education and Campaigns Officer, UCL Estates and Ben Meunier regarding learning space needs, Estates had made a commitment to provide several hundred additional learning spaces per day during the forthcoming exam period.

17B.2 Since the previous meeting of LC, issues encountered with the electrical system in the Donaldson Reading Room had been addressed.

Matters for discussion

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

[PAPER 2-10 (16-17)]

- 18.1 **Received** – the report on progress in the implementation of the Library Services Strategy 2015-18 at LC 2-10 (16-17), presented by Dr Paul Ayris, Pro-Vice-Provost (UCL Library Services).
- 18.2 In terms of the Library Services Strategy KPA on User Experience, the coverage and impact of ReadingLists@UCL continued to mature. The agreed target for take-up was that 65% of all current taught Portico courses across BEAMS, SLASH and SLMS have an online reading list by the end of the July 2017; LC officers were reminded that the IOE had yet to be integrated into the ReadingLists@UCL service. At the end of January 2017, coverage stood at 58%, with updates on progress sent regularly to Heads of Department. Comments from students showed that the ReadingLists@UCL service was highly appreciated and the figures were likewise encouraging, with the total number of visits for the period September-December 2016 at 234,543. At a recent UCLU Education Conference, students had been encouraged to request the ReadingLists@UCL service for their courses where currently unavailable.
- 18.3 As part of the Library's work on the KPA on Finance, Management Information and Value for Money (VFM), a VFM dashboard had been created, a copy of which was included in the report at LC 2-10 (16-17). It was reported that levels of value derived from the Library's investments were generally good. This was supported by positive response rates to the 2014, 2015 and 2016 NSS, in which 88% of respondents had agreed with the statement, "The Library resources are good enough for my needs". By way of a national benchmark, this result was above the sector average for 2015-16 of 87%. The 2015-16 UCL students' arrival data likewise formed a positive image: 96% of new students declared that they had been able successfully to use one or more of the libraries within UCL, while 89% had been able to access online library resources.
- 18.4 During discussion, some concerns were raised regarding the validity of the NSS scores for benchmarking purposes in light of a current campaign encouraging students to boycott the Survey. It was anticipated that UCL would reserve judgement on use of the scores should the participation rate fail to meet a certain threshold. It was also noted that UCL had withdrawn from the Student Barometer and that Library Services was subsequently in discussion with the Office of the Vice-Provost (Student and Education Affairs) to determine alternative methods of canvassing students' views on the Library.
- 18.5 A summary of the Library's Strategy performance was indicated at the end of the report at LC 2-10 (16-17). Of the 90 action lines arising from across the Library Strategy's six KPAs, 27 had already been fully completed. The Library projected that, by the end of the Strategy period in 2018, it would have completed 90% of its intended 90 actions. Although there had been developments made against all 90 action lines since the beginning of the 2015-18 Strategy period, it was anticipated that eight actions might not be fully delivered, several for reasons beyond the Library's control. It was added that the action plan had been modified following the launch of UCL's Global Engagement Strategy. A refreshed Library Services Strategy would be devised and presented to LC once priorities for the next period had been determined by the Library's Leadership Team.

19 **COLLECTIONS ACTIVITY**
[PAPER 2-11 (16-17)]

- 19.1 **Received** – a briefing paper on the UCL Library Services Collection Strategy at LC 2-11 (16-17), presented by Martin Moyle, Assistant Director (Support Services), Library Services.
- 19.2 The UCL Library Services Collection Strategy was in development for delivery in the summer 2017. It was intended to address contemporary collection management issues, such as new licensing trends, budgetary and space concerns and increasing demands for electronic resource provision. The strategic management and development of the Library's collections formed an important part of UCL's academic mission and would be a factor in the successful delivery of the broader Library Services Strategy.
- 19.3 The Collection Strategy identified a number of objectives, among them, ensuring robust support for teaching and learning activities, facilitating the development of Library space and maximising the impact of UCL's significant collections. One of its main outputs would be a revised collection management policy that would set the scope for bulk purchasing and historical collecting. It was anticipated that a draft policy would be brought to LC at the beginning of the 2017-18 session. To this end, two strands of work were underway: the first, an evaluation of all currently-held Library collections, which would lead to the identification of UCL Library Services' particular strengths; the second, a project to implement the innovative collection management software GreenGlass, which would enable the sophisticated comparison of holdings across libraries and the enhanced production of usage statistics.

20 **UKRR PHASE 3**
[PAPER LC 2-12 (16-17)]

- 20.1 **Received** – the paper at LC 2-12 (16-17) outlining UCL's plans to take forward Phase 3 of the UKRR scheme, presented by Martin Moyle, Assistant Director (Support Services), Library Services.
- 20.2 HEFCE had allocated funding to a third phase of the UKRR programme, a scheme initiated in 2008 with the aim of enabling HE libraries responsibly to de-duplicate their holdings of selected print journal titles. The programme ensured the retention of three copies of identified print titles, with primary copies held by and accessible from the British Library and the remaining two copies distributed across the consortium of 29 participant HEIs. The first two phases had been carried out successfully at UCL; the second with some accidental disposals which had subsequently been addressed. The outcome for UCL was the release of 7.5km of shelf space and an undertaking to retain 2.3km of stock as part of the UKRR national collection.
- 20.3 UKRR Phase 3 would see the implementation of an 'on-demand' model making centrally-provided scarcity-checking and related services available to any library. Although no new retention requirements would be acquired by UCL, a responsibility for the indefinite retention of certain journal runs would continue. In addition, Phase 3 would entail the identification of a model for national monograph management, with a feasibility study commissioned by the National Monograph Steering Group currently underway. UCL would be well positioned to decide how best to manage its monograph collection once the Library Services Collection Strategy [see 19 above] was in place. It was not currently intended for UCL to dispose of more print journal copies during UKRR Phase 3. There was no firm commitment from HEIs to the collection management of

periodicals under the UKRR scheme. UCL was investing in acquiring electronic copies of backfiles, thereby creating free space.

- 20.4 LC officers considered the plans for a national monograph management approach and made the following suggestions:
- That UCL recommend to UKRR that a date-focused approach should be pursued;
 - That a waiting period of two to three days for access to a given monograph would be acceptable;
 - That there should be an adequate number of copies of a given monograph in accordance with its usage, which would need to reflect in-library as well as loan usage. It was, however, clarified that in the case of journal titles de-duplicated under the UKRR scheme, the primary copy held by the British Library was the only one readily accessible.

The results of the feasibility study on national monograph management, expected to be completed by May 2017, would be brought to LC once available.

ACTION: Martin Moyle

- 20.5 Moving beyond Phase 3 and on the assumption that there would be no further central UKRR direction, or demand for further de-duplication services, the UKRR team was considering two models. In the first, UCL and other libraries with particular UKRR retention responsibilities would, through a working group of representative volunteers, seek to fill collection gaps at the British Library and ensure the retention of additional journal copies. In the second model, individual libraries would undertake to check the British Library's collection before disposing of any journal runs, with copies provided to the British Library forming part of the national research reserve. In the latter model, there would be no provision for the preservation of second and third copies. Notwithstanding the resource implications, there were significant benefits to UCL implementing the first model, among them, UCL's remaining a major stakeholder in the long-term sustainability of a robust distributed national collection, as well as involvement in defining national-level arrangements for monograph management.

21 SENATE HOUSE LIBRARY SUSTAINABILITY WORKING GROUP

- 21.1 **Received** – a verbal update from Dr Paul Ayris, Pro-Vice-Provost (UCL Library Services).
- 21.2 At the last two LC meetings, Dr Paul Ayris had provided an update on the developments in the Sustainability Working Group established by the Federal University of London to recommend a future subscription model for the Senate House Library. The Senate House Library was in a deficit position, currently met by reserves from within the Federal University budget.
- 21.3 At a recent meeting of the Sustainability Working Group, the representative College librarians had declined to agree to the proposal that the Colleges of the Federal University meet the shortfall, minus estate costs which would be met from elsewhere within the Federal University budget. The Working Group instead agreed to investigate alternative service options and, accordingly, Dr Paul Ayris devised an options matrix which the Working Group considered at a

meeting in early 2017. Three principal options arose from this process, as follows:

- That the budget shortfall be divided and met by the member Colleges (this option had already been rejected, however);
- That Senate House be encouraged to make reductions in expenditure of at least £500,000, with the remaining deficit to be met by the member Colleges. Whether this would entail service reductions or greater efficiency gains was uncertain;
- That the Senate House Library work with an external partner to convert its resources into an extensive OA digital library.

Costings for the third option of an electronic library would be sought, as this suggestion had received a reasonable level of support from the Working Group. Following this, the Working Group would proceed to make recommendations for future action to the Collegiate Council. The Pro-Vice-Provost (UCL Library Services) would provide an update at the next meeting of LC.

ACTION: Dr Paul Ayris

- 21.4 During discussion, the issue of the comparative VFM of the UCL and Senate House Libraries was raised. It was reported that UCL staff and students made comparatively little use of the Senate House Library resource stock, but that the learning spaces available at Senate House were much valued.

22 BIOMEDICAL LIBRARIES' ESTATE DEVELOPMENTS

[PAPER LC 2-13 (16-17)]

- 22.1 **Received** – the paper at LC 2-13 (16-17) highlighting current developments in the re-accommodation of displaced libraries at the Ear and Eastman Dental Institutes, as well as progress with plans to develop the libraries at the Institute of Orthopaedics (Stanmore), GOS ICH and School of Pharmacy. The paper, in which risks and opportunities were highlighted, was presented by Ben Meunier, Assistant Director (Public Services), UCL Library Services.
- 22.2 A working group including representatives of UCL and UCLH had completed an options appraisal for the relocation of the Ear Institute/Action on Hearing Loss and Eastman Dental Institute Libraries after their moves from Gray's Inn Road in 2019. As reported at the last meeting of LC, the preferred option originally identified was to re-accommodate the libraries in the basement of 250 Euston Road; however, UCLH Estate subsequently raised some significant deliverability concerns with this option. As a result, UCLH and UCL were in discussion regarding a way forward, with UCL Library Services and Estates currently working to identify space that could meet key requirements. The University of London was also considering possible means of accommodating these libraries. Other possibilities included the digitisation of resources; however, it was recognised that this would have a significantly detrimental impact on user experience, particularly in the case of the Action on Hearing Loss resources which comprised a national, public collection dedicated to the deaf community. Notably, a separate review of the future use of the Bloomsbury Healthcare Library was underway to consider space usage after the expiration of its lease in 2022. There was a possibility that this might be used as a decant space. There was, however, a significant risk that neither the Ear nor Eastman Dental Institute Libraries could be rehoused.

- 22.3 Following the investment of £120,000 by the Central Estate Strategy Board in September 2016, plans were progressing for the refurbishment of the main reading room space in the GOS ICH. The project, which would see the number of social study spaces increase from 10 to 34 and the possible installation of 100 new computers, was expected significantly to improve the student experience. It was hoped that this would drive usage of the GOS ICH Library and thereby mitigate the pressures placed across Library Services.
- 22.4 Plans to establish a new Orthopaedics Hub as a joint UCL and RNOH Trust project were to be placed on hold until the outcome of an internal RNOH review was complete, with a UCL Estates review to be conducted in the meantime. Concerns were expressed that the Hub project should not lose priority, given the benefits that it would potentially afford both SLMS and the Trust.
- 22.5 A feasibility study to redevelop the School of Pharmacy Junior Common Room into a new biomedical hub had been approved for implementation in 2017. The hub, providing in excess of 100 study spaces, would complement the learning spaces available in the Cruciform Hub.

23 PIQS AND THE LIBRARY BUDGET

[PAPER LC 2-14 (16-17)]

- 23.1 **Received** – the paper at LC 2-14 (16-17) on PIQs and their implications for the Library's effective budgeting of new taught programmes, presented by Martin Moyle, Assistant Director (Support Services), Library Services.
- 23.2 During the 2015-16 session, the UCL Planning Team carried out an Operational Impact Assessment in which operational risks linked to the impact of growth were identified. In April 2016, Library Liaison and Support Services submitted to the Planning Team a paper identifying a number of risks relating to the Library's ability to provide adequate resources to support projected increases in the number of students and taught programmes at UCL. These risks, appended in the paper at LC 2-14 (16-17), included negative impacts on student attainment, satisfaction, retention and recruitment and formed the basis of an argument to match the Library's material spend with student headcount.
- 23.3 The paper at LC 2-14 (16-17) highlighted a number of caveats with the PIQ process, the principle mechanism by which Library Services identified funding to support new taught programmes. Previously, the PIQ process had allowed the Library to identify start-up and recurrent resources required to support a new taught programme, for inclusion in a business case. Prior to programme approval, nominated staff within Library Services would have the opportunity to review resource requirements with the programme proposer via the student information service known as Portico. The outcomes of the process had not been wholly satisfactory, however, as the nature of the UCL contribution model was such that the funding identified for resources was not subsequently protected. The PIQ process had recently been removed from Portico entirely, thereby halting the systematic flow of information to Library Services about new programme proposals. Resourcing methods had also changed, such that business cases for new programmes were prepared at the departmental or divisional level, authorised by the relevant School and reviewed centrally by UCL Finance and Business Affairs. Since these process changes, Library

Services had experienced very limited success in adding budget lines for new programmes.

- 23.4 In light of the above caveats, it was questioned whether Library Services should explore the possibility of using a per capita funding model based on predicted student numbers. As this essentially concerned information flows in the wider UCL business model, however, it was questioned whether such a proposal was beyond the remit of LC. Nevertheless, it was considered important to understand what impacts the creation of a new programme would have on the Library and UCL Professional Services, as well as whether there were any exceptional Library Services needs. It was suggested that the PIQ, which focused on academic approval, could be better integrated within an overall business case process entailing detailed planning with Library Services, Estates and UCL Professional Services.
- 23.5 The Chair would discuss the abovementioned concerns regarding the PIQ process with key contacts in Academic Services.

ACTION: Professor Anthony Smith

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

[PAPER 2-15 (16-17)]

- 24.1 **Received** – a summary of the Library's progress in project bidding applications at LC 2-15 (16-17).

25 **REPORTS FROM WORKING GROUPS**

[PAPER 2-16 (16-17)]

- 25.1 Since the previous meeting of LC, LC officers had received the Minutes of the following Working Groups:

- UCL Open Science Platform (24 November 2016).

26 **REPORTS FROM FACULTY LIBRARY COMMITTEES**

[PAPER 2-17 (16-17)]

- 26.1 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 (10 November 2016);
- MAPS Faculty Library Committee (29 November 2016).

27 **ANY OTHER BUSINESS**

27.1 This would be the last LC meeting attended by Dr Caroline Essex, who would be moving on from UCL in April. The Chair thanked Dr Essex for seven years' of commitment to LC as representative of the MAPS Faculty.

27.2 Professor Richard North had stepped down from both LC and the Arts & Humanities and Social & Historical Sciences Faculty Library Committee.

28 DATE OF NEXT MEETING

28.1 The next meeting of LC would take place on **Monday 5 June 2017 at 10.00am.**

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