

LIBRARY SERVICES



UCL

# Strategy Review 2015-18



# How Library Services is supporting UCL 2034



## UCL 2034 Principal Themes

- Academic leadership
- Integration of research and education
- Global challenges
- Accessible and publicly engaged
- London's Global University
- Delivering global impact

## UCL 2034 Key Enablers

- Giving our students the best support
- Valuing our staff
- Financing our ambitions
- Delivering excellent systems
- Maintaining a sustainable estate
- Communicating and engaging with the world

## Library Key Performance Areas

- User experience
- Staff, equality and diversity
- Finance, management information, value for money
- Systems and processes
- Sustainable estate
- Communication, Open Access and outreach



# Foreword

This review of the UCL Library Services Strategy 2015-18 provides an overview of the work which the Library has completed in the course of the past four years.

At its launch, I intended the strategy to equip UCL Library Services with the ability to make a major contribution to the UCL 2034 strategy. Reflecting over the past four years, we can be confident that the Library and its staff have risen to the challenge. We have made real strides towards achieving the vision for London's Global University by supporting our diverse intellectual community and engaging with the wider world.

We are now launching our new Library strategy in January 2019. Our strategy will continue to be closely aligned with the six Key Enablers in UCL 2034 but, in addition, our new goals will be more explicitly related to UCL's Principal Themes, as the Library provides leadership in areas of UCL activity such as Open Science.

I want to thank all my colleagues across UCL Library Services, who have offered so much; as a result we have achieved 95% of the ambitious targets which had been set in the 2015-18 strategy. Balancing the needs of users and the demands of individual roles can be challenging, but the ethos of UCL Library Services means that we always put the user first. UCL has a world-class library service, dedicated to the user experience and to innovation. I hope you will enjoy reading the stories from users and colleagues charting the success of the Library in 2015-18.

**Dr Paul Ayris**

Pro-Vice-Provost, UCL Library Services

# Our highlights...



## 65%

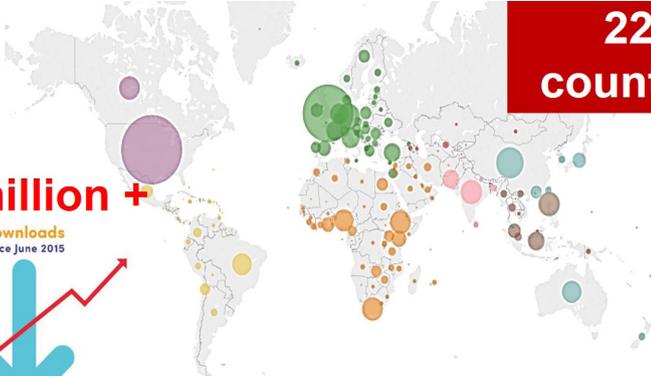
of taught courses now have an online reading list. We have worked hard with faculties to increase this from 29% three years ago.

## 1 million +

downloads  
since June 2015



## 229 countries



## UCL Press downloads since June 2015

Last year our libraries had

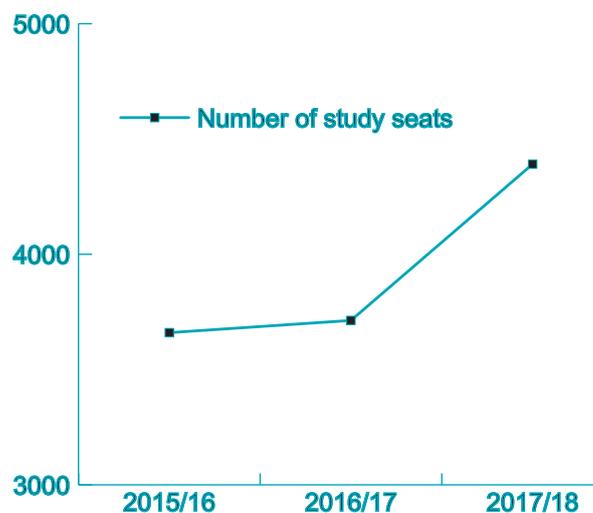
## over 3.2m visitors



“Being involved with this new development (introducing a tool to find available study spaces on campus) has been extremely rewarding and I can see how this will really benefit students. [...] Now you can see in real time where to find a free study space.”  
**Sarah Al-Aride, Education Officer (2017-18), Students’ Union UCL**

Our libraries are popular and we have been working hard to add more seats. In 2017-18 we increased learning space provision by 15% to

## over 4,000 seats





Additional library spaces for the exam period

# Providing the best support for users of our service

**We are focused on delivering a truly exceptional user experience for all of the UCL community whether they visit one of our libraries or use our services online; ensuring that we continually improve our support for teaching, research and outreach and our healthcare partners by taking innovative approaches and harnessing technology.**

## **Investing in our digital library**

We have invested substantially in delivering ebooks; implementing new ebook models which allow our community to access books at the time and point of need. Recent data reported nationally by Library Services, shows that UCL's use of ebooks has leapt up by almost 45% in a single academic year, demonstrating that our investment in this area directly responds to user needs.

## **Making it easier for students to access material from their reading list**

ReadingLists@UCL represents a particular success demonstrating our commitment to working collaboratively to improve the student experience. A joint endeavour with departments across the institution, the service has received strong support from students who endorse it as being beneficial to their learning experience. Reaching our strategy target of 65% of taught modules having an online reading list by June 2017 was a terrific achievement, and the take-up has continued to increase. This puts us well ahead of many other higher education institutions using similar services in terms of coverage and means the work done by Library Services'

Teaching & Learning Support Team to implement and support ReadingLists@UCL is often highlighted as best practice on a national level.

## **Introducing self-service across our library sites**

Our services have been considerably enhanced also by the completion of a multi-year project to introduce self-service machines into all of our site libraries. The introduction of self-service across our sites gives us the opportunity to carry forward work to secure funding to further extend opening hours.



New self-service machines in the Science Library allow students to borrow and return books any time of day and night, as long as the library is open

## Partnering with our community to enhance their experience

Our new Service Charter was launched in August 2016. The result of much consultation with our students and colleagues across UCL, the Service Charter demonstrates our commitment to working in partnership with our users to deliver high-quality customer service.

## Providing more support to locate, evaluate and effectively use information

Information Literacy and Skills developments forged ahead in the last 18 months of the strategy thanks to the appointment of our Head of Library Skills. This is a new post recognising the importance of developing a cohesive and proactive approach to skills training and development to ensure all Library Services users – students, researchers and NHS colleagues – have the skills and awareness to succeed in their academic pursuits.



Staff working at UCL Language and Speech Science Library

## CASE STUDY

### Working in partnership to enhance the UCL experience

Library Services is working with the Slade School of Fine Art on the Small Press Project which uses Special Collections' Small Press Collections as direct inspiration for the creation of new artwork and continued research.

The project encourages collaboration between students at all levels of study, from undergraduate to research, and academic staff, and attracted over £6,000 of funding from The Dean's Strategic Fund, The Slade Teaching Initiative, The Slade Press, and The Institute of Advanced Study. This year's theme was 'sound' and its relationship to print media and how this features in the Small Press Collections in the form of actual sound objects and print manifestations such as visual scores and performance poetry.

Over 140 people attended an event held at the end of March which enabled students to participate in workshops such as recording hydraulic pressing, sound editing, and stone crushing (in collaboration with the Department of Earth Sciences). Planning is already in progress for the Small Press Project 2019 which will be on the theme of Print and Protest.



# Valuing our staff

Every member of the nearly 350-strong Library Services staff is valued as a key enabler of the strategy. The focus on training and development of our workforce has a wide-reaching impact, providing the skills and knowledge to deliver excellent services while also supporting their personal career pathways and goals.

## More clearly signposted opportunities for staff development

The appointment of a Training and Development Officer, a new post in Library Services, has been pivotal to driving our Staff Training Action Plan forward. Actions have included raising awareness of internal and external development opportunities and devising new training events – from bite-sized sessions on a range of technical, personal and wellbeing skills, to a CPD roadshow, customer service training for all staff, and a programme specifically for managers.

## Recognising our achievements

An indicator of our success in the sector has been recognition in the Times Higher Education Leadership and Management Awards (THELMA) with UCL Library Services being Highly Commended in the Outstanding Library Team category in 2016 and 2018.

## Our commitment to equality, diversity and inclusion

Our statement of commitment to equality and diversity, launched at the UCL Professional Services Conference in 2016, is aligned to pan-UCL initiatives and underpins our work:

*UCL Library Services is strongly committed to fairness and equality. We seek to remove barriers to our services, to promote a culture of inclusiveness and to maximise the personal achievement of our users and of our staff. We strive to implement best practice in the recruitment and development of a diverse workforce that will in turn empower us to deliver fair and equal services to our diverse communities. We challenge ourselves to be a model of excellence and innovation in equality and diversity, to advance UCL's goals and to act as a model for the sector.*

A Library Services Equality, Diversity and Inclusion Committee was established in 2018 and will progress a number of actions in the next strategy period.



Library Staff Conference 2018



## CASE STUDY

As a specific strategic objective, staff are encouraged to engage with the Higher Education Academy awards scheme, through the UCL Arena Open programme that is open to anyone who teaches or supports students' learning. Acknowledging the contribution library staff make towards essential skills development, this scheme provides accreditation on a par with academic staff and is a significant achievement for the individual and for the profile of Library Services.

Angela Young, Head of Library Skills, (pictured above) awarded Fellowship of the Higher Education Academy, reported:

*“Once I started on the process my motivations developed. The application requires you to formally reflect on your work, which made me question and reform my practices to deliver more effective teaching, and this is really satisfying. “*

Angela is now providing support for library colleagues who would like to gain this status.

# Financing our ambitions

**We are working to deliver the most value from resources to enable the best learning and research experience.**

The financial strategy is integral to realising UCL 2034 and the ambitions of the Library. Over the four year strategy period, the Library has maintained the budget at around £24m. Library Finance has also managed to consistently balance the budget within an often volatile economic market due to fluctuating exchange rates and inflation. Forecasting for Brexit has been particularly challenging.

UCL is the predominant source of funding at around 80% of the total library income. Research grants (Open Access), projects and NHS income make up the remaining funds. Additional funds have also been made available following successful bids to UCL during the annual planning rounds and have led to extended opening hours, increased expenditure on article processing charges and e-resources.

These funds underpin the key performance areas and enable the many initiatives described in this review. The broad categories of expenditure are detailed in the graph (opposite) and include the exceptional RFID project, a £1m+ project which facilitates self-service in all our UCL libraries.

In addition to finance, this key performance area also included management information and value for money for the Library Strategy. The success has been dependent on the significant contributions of Library staff who should be congratulated.

## Statistics

Sandra Enwesi, Kate Cheney and Karen Jeger worked together with colleagues to develop Library data into an informative reporting framework. This was used in a variety of ways to provide indicators of success as well as providing a basis for discussion and making improvements to our service.

The data dashboards were created and used to support the Library Strategic Operating Plan and forms part of the evidence which UCL senior managers use to decide the Library's budget allocation.

The data collections have included: New Student Survey; Student Experience Survey; New to UCL; Sconul; Postgraduate experience surveys – PTES and PRES; NHS Stats; value for money dashboard and a review of e-journal usage.

The value for money dashboard summarizes the library performance taking key data from the various surveys. The information tells us that although there is a high footfall of visitors to the library (3m), growing student numbers (33,000) and there has been efficiency savings – the student satisfaction rates have been relatively high especially with regards to the purchase of e-resources. Some student surveys have captured satisfaction rates as high as 95%.

## Enterprise and value for money

Katie Meheux led a brilliant KPA Finance session at the UCL Library Conference 2015. The information from the participants was gratefully received and actioned. For example some of the

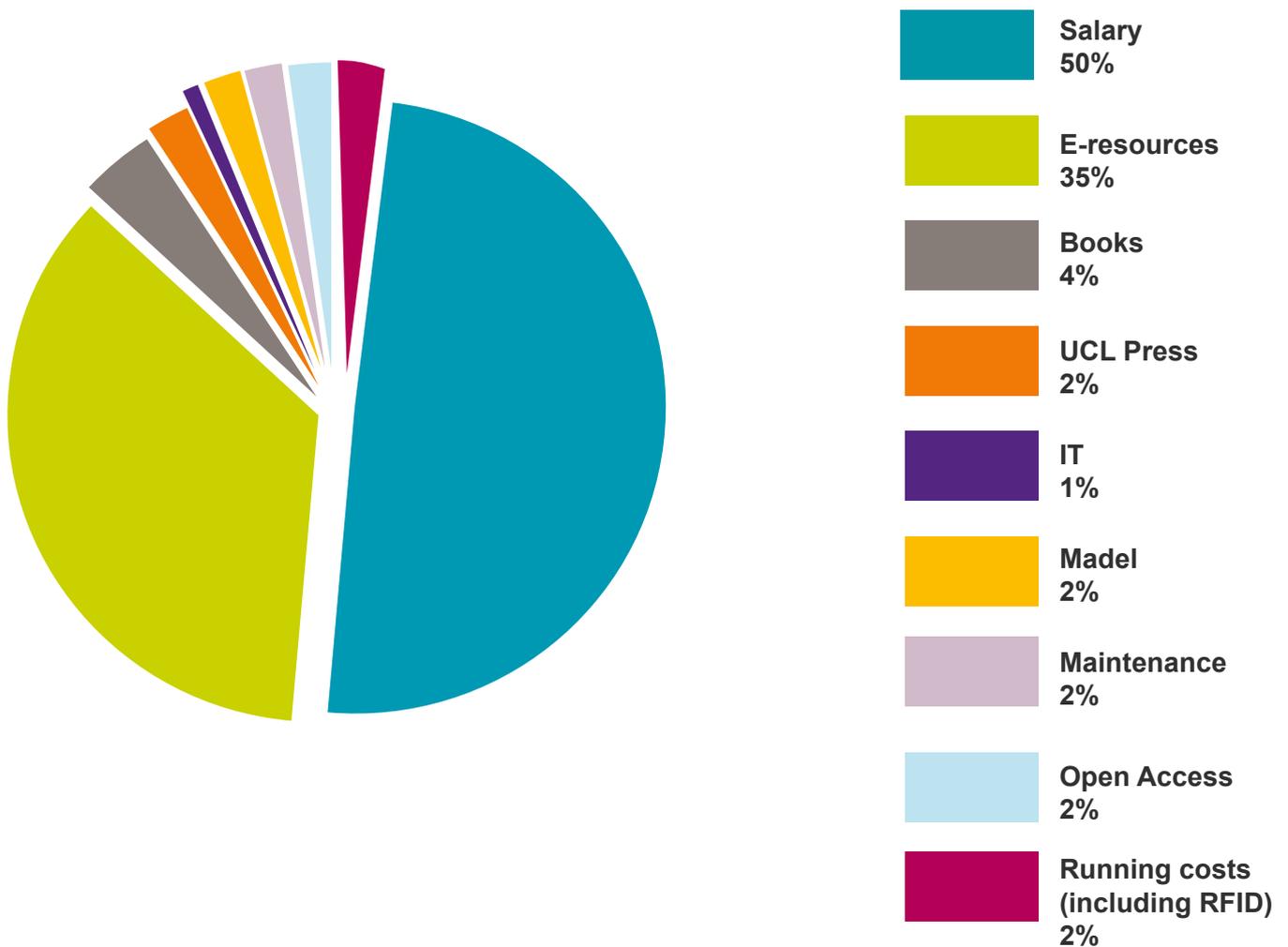
information was utilised to create a document, a 'Road to Enterprise' written by Andy Pow and Ken On which outlines methods by which the Library can increase income.

### Library gifts donations webpage

Sandra Enwesi successfully ran a project workshop which outlined the opportunities and processes for attaining project funding. Sandra also worked closely with Gill Furlong (Special Collections) and Daniel Kordik (Communications) to trial the process for crowdfunding which was

based, in the first instance, on a possible future project, Rabanus Maurus (A Benedictine monk). This work has laid the foundations for the future implementation of crowdfunding projects.

## Core expenditure 2016/17



# Developing a sustainable estate

**UCL has invested in libraries to offer learning space provision of consistently high quality, with a substantial increase in study spaces. A new reading room and exhibition spaces have opened for library users to be inspired by the Library's Special Collections. Finally, we have worked towards ensuring the sustainable management of the Library estate, with UCL students and other users empowered to participate in decision-making.**

## Extending and improving our facilities

Thanks to £830,000 funding granted from the Central Estates Strategy Board in 2016, combined with an ISD-led initiative to roll out additional PCs for students, Library Services increased learning space provision by 15% to over 4,000 seats.

## Involving students to design future spaces

The £67m New Student Centre project has progressed, so that the new building is out of the ground and due to open in early 2019, adding 1,000 extra learning spaces at the heart of UCL's Bloomsbury campus. Consultation with students on the fit-out and learning space design is ongoing, and included trials in a number of libraries and in the Students' Union to seek feedback from students.

## Making it easier to select where to study

A new space availability system was installed on all Library-managed learning spaces through summer 2017, to provide real-time study space data and enable students to find a place in the family of 18 UCL Library Services sites.

The Library Strategy's focus on delivering an outstanding student experience is exemplified through the work on the estate: the number of learning spaces is increasing to bring the ratio of learning space per student to be better than the Russell Group average in 2018. The quality of facilities within the library is also being enhanced in response to student feedback, supported by a further £1.4m capital investment in 2017-18.



Students in the new Special Collections Reading Room



The new Science Library Cafe



## CASE STUDY

### The UCL Great Ormond Street Hospital Institute of Child Health Library (GOSH-ICH)

The new UCL Great Ormond Street Institute of Child Health Library reopened to all students at UCL in late August 2017 following a complete refurbishment, which has transformed the library into a high-quality learning environment for biomedical learning and study.

The refurbished library has 105 study spaces with UCL computers. These can either be computer spaces or they can convert with a touch of a button to study spaces without a computer.

Other facilities in the Child Health Library include quiet and group study areas with soft furnishings, a study pod, two print@ucl devices and a separate training room with eight computers. There are also five Explore machines (the Library search service for printed and electronic resources) and Great Ormond Street computers.

Reactions from Library staff and users have been tremendously positive, and usage numbers for the library are substantially higher than in previous years.

In June 2018, the Provost and Vice-Provost (Operations) presented the UCL Professional Services award for 'Improving service user satisfaction' to the team involved in this refurbishment.

Congratulations to the colleagues involved from Library Services (Jay Woodhouse and the Library Buildings Team, Grazia Manzotti and the GOSH-ICH Library team) as well as Estates, ISD and ICH IT.

*"It looks fantastic!" "Wow" "[...]" (awe struck silence)*

# Excellent systems and processes

**UCL Library Services will ensure that our systems are fit for purpose and that our processes are effective and designed with the user experience in mind.**

## Understanding our collections

Library Services holds some 1.7 million catalogued books across the London sites and the Store Wickford. We have invested in the powerful SCS 'GreenGlass' software to help to answer a range of questions about our collections: how extensive are they compared to those of other libraries? To what extent are our books unique in the UK? Early indications are that some 20% of the books in our collections are only held by UCL in the UK. Further work to identify and quantify our collection strengths will continue in the coming months.

## Updating our systems

Library Management Systems need to cover a range of functions, including: lending, user registration, book ordering, cataloguing, managing journal parts, up-to-date links to electronic books and journals, inter-library lending. Until recently, we managed with a suite of interconnected but separate systems, but we have now successfully migrated to 'Alma', a single, unified system. All users of the Library will benefit from the new system's streamlined workflows and processes, and much-improved management information. We have also been able to move our entry gate systems to the UCL-wide Gallagher system, which will reduce queues and make for a much happier student experience at the busier libraries. The Digital Libraries team worked in partnership with Information Services

Division and with colleagues across Library Services to achieve this transformation.



Rozz Evans, Head of Collection Strategy, has led the introduction of GreenGlass to help analyse our collections

## Getting books to students

We have implemented 'shelf-ready' supply for around 75% of our book orders. These books now arrive fully catalogued and labelled, and are almost immediately available for consultation and loan. Benchmarking data shows that we have doubled our success rate at meeting the 28-day order-to-shelf standard agreed by members of the Research Libraries UK consortium.



75% of our book orders now arrive 'shelf-ready'

### Extending research support services

We have introduced new services in Research Data Support, including regular half-day training events for early career researchers covering research integrity, research data management and open access among other topics. We have also created a new Bibliometrics role, to help UCL's departments and research groups understand their impact, and to embed the use of new, open metrics to support UCL's commitments to Open Science.

## CASE STUDY

### Introduction to digital scholarship and open research, part of the Research Staff Development Programme

This two and a half hour workshop is suitable for researchers at all stages of their career and across all disciplines; no existing knowledge or experience is required to attend.

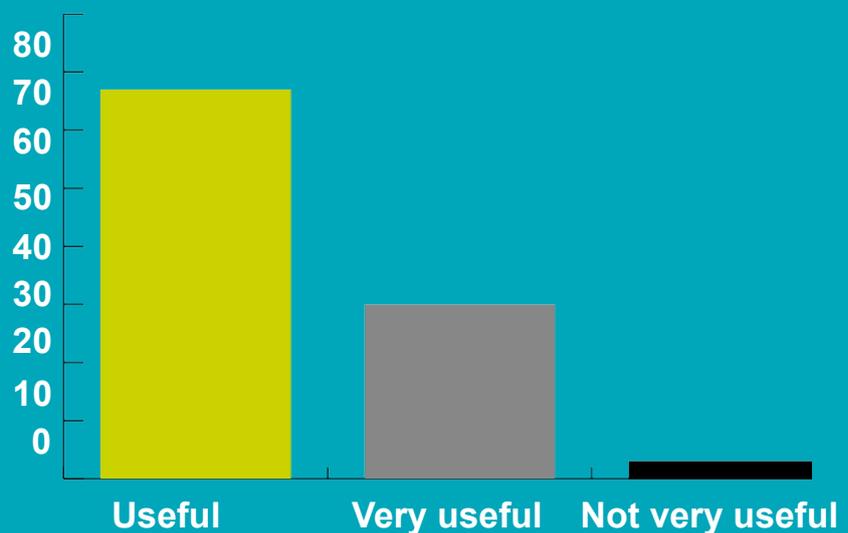
The workshop offers an introduction to the motivations and drivers behind Open Science and offer researchers concrete steps to enable them to practice more open scholarship.

The session includes practical hands on experience of using new digital scholarship tools and also offer opportunities for participants to reflect and discuss some of the potential benefit and barriers to implementing these new approaches.

Early attendees have provided excellent feedback:

*"Really great course. Very informative. I was not excited at all to attend (and really did it for the points) but I am really glad that I came. Don't change a thing! Thank you."*

### How participants rated the course



# Communicating and engaging effectively with the world

**We are committed to working collaboratively with our community of service users and sharing UCL's treasures with the wider London community.**

## Engaging with London

Over the past year, work has begun to devise a strategy and targets, to develop partner relationships and to research project content. The main aim of the new programme is to create meaningful experiences for non-academic audiences to access, learn about and enjoy UCL's Special Collections.

Since October 2017, 1,152 people have attended 52 sessions that were delivered by the Special Collections Education Coordinator (Vicky Price), supported by the Assistant Librarian: Outreach (Helen Biggs).

Highlights from 2018 were School21's Real World Learning, a 12-week year 12 student placement focusing on fundraising and Special Collections; Finding the Narrative in Anything, a teacher CPD collaboration with First Story; and Shrouds of the Somme, a large-scale collaboration in East London.



Students viewing Special Collections archive materials



UCL Special Collections poetry workshop in Stratford public library

## East side stories

Londoners in transition

East London has a long and fascinating history, a once rural area that was transformed as its separate villages became part of a new urban environment and trade expanded along the Thames.

## Making research open for anyone in the world to download

Through being a European champion of Open Access and Open Science, we are inventing new ways of how a university can engage with the wider world, sharing knowledge and learning for the good of society as a whole.

Open Access means that anyone, anywhere in the world can access what UCL staff have written, irrespective of their ability to pay a subscription to a journal or the cover price of a book. We support the activity taking place across the world to change the scholarly publishing model to one where Open Access is the norm.

The development of UCL Press as the UK's first fully Open Access University Press underlines our commitment to radical change.

Since we started publishing in summer 2015, we have produced 61 monographs and are producing 8 journals. These have been downloaded over a million times in 229 countries. It's an amazing achievement for a young Press, which is helping to re-define the meaning of academic publishing.

This is just the beginning and we have new plans for re-inventing the future of journal publishing. In January 2018, the Press held a Town Hall event to launch the new UCL Press megajournal platform. Megajournals are a new concept in publishing. Instead of being devoted to just one subject area, megajournals bring together studies in a variety of related academic areas. The first UCL Press megajournal is planned to be in the area of environmental studies. The UCL Press megajournal will also have Open peer review, meaning that the academic assessments of articles will be fully Open for journal users to read. In commercial publishing, such peer review reports are confidential and not shared with the general public.

UCL Press is an exciting force for the development of new publishing models which engage with new communities and open up the knowledge and wisdom of UCL research and teaching to a global audience.



UCL Press and guests celebrate reaching one million downloads of its open access books and journals



UCL Donaldson Reading Room, Main Library



Promoting Open Access during Open Access Week 2017

## CASE STUDY

### Time capsule with Edith Neville Primary School

This was a whole-school project developed around the building of a new school and the demolition of the old. In collaboration with the Museum of London Archaeology, the children explored the concept of keeping things for the future as well as the importance of objects from the past. As part of this, we have been teaching pupils about archives and each class has begun to create a class archive.

### Making East London

With funding from the Heritage Lottery Fund and a UCL Beacon Bursary, this touring exhibition was a collaboration with Newham Libraries and Archives (East) to bring together both organisation's collections to explore east London's past, inspired by the Main Library exhibition East Side Stories. The exhibition was a centrepiece around which workshops for community groups were run. The workshops were also opportunities for the recording of local peoples' stories, experiences and memories of east London. Student volunteers from UCL have worked to, and continue to, record oral histories as part of a new digital archive.

### Volunteer programme

A new recruitment, induction and retention programme has been developed. There are currently 40 active volunteers giving their time to help with around 12 different projects. Volunteers assist in catalogue enhancement, conservation, transcription of collection items, recording oral histories and helping at public and internal academic and outreach events. We have also been able to create opportunities for volunteers to cross over from projects, diversifying their experiences with us and increasing the likelihood of retaining volunteers for longer.



UCL Special Collections working with Neville Primary School





