



**Maynooth
University**

National University
of Ireland Maynooth

Maynooth University Library

Ollscoil Mhá Nuad

An Leabharlann

Strategic Plan Plean Straitéiseach

2016-2018

Acknowledgements

The Library is very grateful to all who contributed to the preparation of this plan. All library staff are particularly grateful to the many colleagues beyond the library who participated in the consultation initiatives which informed the process and the identification of the strategic goals and associated actions. We look forward to further collaboration over the next three years to implement them.

Cathal McCauley

University Librarian

January 2016

Context

Introduction

This is an implementation-focused strategic plan which covers a comparatively brief period 2015 – 2018. While there was extensive valuable consultation throughout the process the preparation of this plan was particularly informed by the following documents:

- *The NUI Maynooth Strategic Plan 2012 – 2017*
- *Maynooth University Library Quality Review - Peer Review Report 2015*
- *LIBQUAL user survey 2014*

This plan has been prepared following a period of unprecedented progress for the Library, and the University, which had many highlights including the delivery of a €20 million extension to the John Paul II Library and the introduction of a new organisational structure for the first time in approximately 20 years. These, and other, changes have had enormously positive impacts on the Library and, crucially, on our users' experiences. This is evidenced by the strong improvements in the key areas measured in the 2014 LIBQUAL survey relative to the findings of the 2010 survey and by the commendations received by the Library in the *Peer Review Report 2015*.

The primary purpose of this plan is to build on the many identified strengths to further enhance our users' experience and to address the areas noted as requiring attention.

A secondary objective of this plan, and the reason for its relatively brief implementation period, is to enable the Library to realign our planning cycle with that of the University. That important link was set aside during the construction of the new building and the implementation of the new organisational structure. This new plan, as summarised in the table below, firmly re-establishes that important link.

Library Strategic Goal 2015 – 2018	Aligned with University Goals 2012 - 2017
Goal 1: To further develop the Library's role in teaching and learning, which prepares students for work, life and citizenship	1
Goal 2: To facilitate and enrich the research activities and enhance the impact of our academic community	2
Goal 3: To develop, curate and open access to collections that meet and anticipate the needs of the academy	5 & 7
Goal 4: To strengthen and align our engagement with the campus and wider community	3, 4, & 5
Goal 5: To be an excellent place to work, known for a collegial ethos which empowers all staff to contribute fully to the development of the Library and the University	6
Goal 6: To optimise and develop space, infrastructure and funding in support of our strategic goals	7

The previous Library Strategic Plan (2009-2011) was a significant success with over 90% of the stated actions achieved. However, that plan postponed the revision of our mission statement and did not attempt to articulate the vision and values of the Library. These important aspects have been addressed in this plan and while many of our users will recognise them through their experience of the Library it is nonetheless important to publicly state them.

Although the operating environment has stabilised since our last plan it remains challenging and dynamic. This plan is cognisant of these challenges including *inter alia*:

- While the demands on our service and the number of users are increasing substantially the Library budget has not increased proportionately and is unlikely to. The need to do more with less or more with the same will continue
- There is an increased focus on expanding research activity and on post-graduate research impact and growing postgraduate enrolment
- The Library will continue to contribute to, and assist, the implementation of the new curriculum initiative and assess its implications for the Library
- The IReL initiative, which provides all University Libraries in Ireland with access to world-class electronic resources, remains a core pillar of our Library collections
- The advent of the Digital Repository of Ireland (DRI) has led to further focus on digitisation and the role digital collections will play in all aspects of University life from student recruitment through to learning, teaching and research
- There is a need to continue to manage large and growing print collections, including heritage material of local, regional, national and international importance
- The new Library building has been an enormous success which we must sustain while also addressing pressing outstanding physical infrastructure requirements in the original west wing of the building
- Current Library structures and roles will not always be appropriate to address the above issues and challenges. Ongoing consideration of competencies and structures will be required
- The need for flexibility, innovation and agility are more important than ever

The challenge for the Library is to address all of the above issues while ensuring that we continue to provide a quality service to support, and contribute to, the achievement of the University's strategic goals and priorities.

Profile of the Library

The Library provides services to Maynooth University (MU) and the Pontifical University, St. Patrick's College Maynooth (SPCM). MU has over 10,000 students and almost 900 staff, while St. Patrick's College has 652 registered students and 31 staff. MU has 27 academic departments, organised into three Faculties: Arts, Celtic Studies and Philosophy; Science and Engineering, and Social Sciences and a number of Research Institutes. In addition to these core audiences the Library also serves the local area through our schools' project and other initiatives and national and international users through our participation in a range of collaborative schemes, reciprocal access arrangements and other networks.

There are two main library buildings on campus – the recently extended John Paul II Library and the Russell Library, which is home to primarily pre-1850 material. The Library also manages the Office of Public Works Maynooth University Archive and Research Centre (OMARC) at nearby Castletown House, in collaboration with the Office of Public Works (OPW) and University colleagues. The Library service at the Kilkenny Outreach Campus is managed by the MU Department of Adult and Community Education. It receives practical support from the MU Library including book ordering, processing and loans from the Maynooth campus collection.

The Library is one of three units, the others being IT Services and the Innovation Value Institute, which reports to the Vice President of Innovation (VPI). In addition to regular meetings, all submissions to the University Executive (UE) team are made via the VPI. The University Librarian is also required to present a draft annual report to UE each year and, following its approval to Academic Council. The Librarian also reports twice a year to a committee of St Patrick’s College Maynooth. Outside of these formal reporting arrangements, the Librarian has also presented at Faculty meetings, Graduate Student Council and other University fora as required and depending on the issue at hand.

The Library has 52 staff (42.25 FTEs). Since the implementation of the organisational review in 2012 the organisation structure depicted in figure 1 has been in place.

Figure 1: Organisational Structure 2015

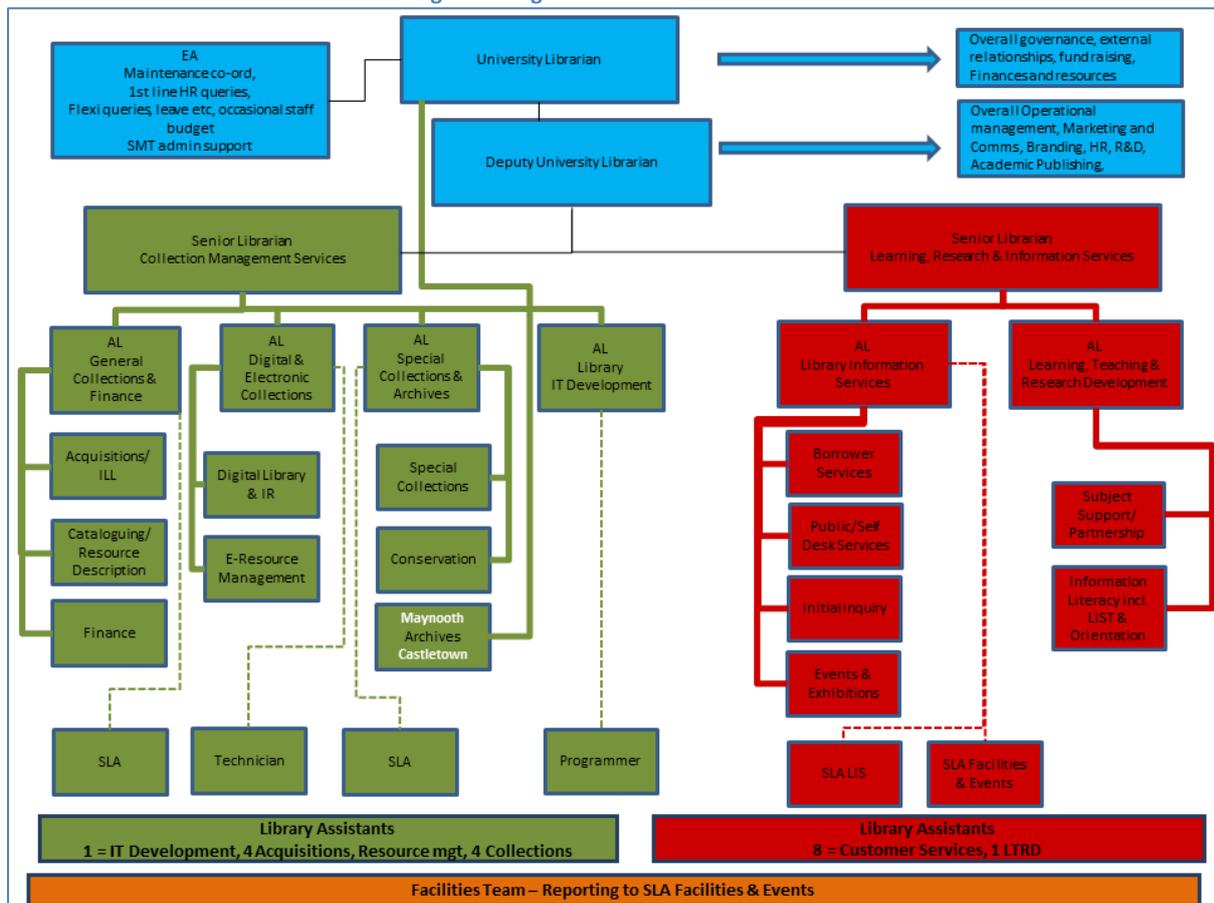
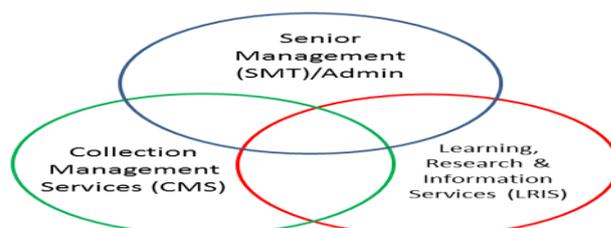


Figure 1 is presented to ease interpretation. The Library's preferred representation is below in Figure 2:

Figure 2: Representation of revised structure



The above representation of the revised structure is intended to emphasise that a core objective of the Library's structure is to facilitate the established practice of cross-section working while addressing the shortcomings of the previous structure in place from c.1992 until 2012. Since 2010 the Library has undergone significant and continuous change. The table below shows percentage increase/decrease in various core activities.

Figure 3: Key Statistics 2010-14

	2010	2014	% change
Total number of students	7,720	8,847	15%↑
Registered borrowers	9,518	12,737	34%↑
Items Borrowed	132,820	84,779	36%↓
Articles downloaded	281,838	729,483	159%↑
E-book sections downloaded	NA	877,608	NA
Items in Institutional Repository	1,981	4,791	142%↑
Print Books Purchased	5,298	3,576	33%↓
EBooks available	300,000	567,882	89%↑
EJournals available	43,188	83,901	94%↑
Items requested on ILL	807	434	46%↓
Total Desk Enquiries *	30,955	46,419	40%↑
Orientation participants	1,283	2,017	57%↑
Numbers participating in LIST sessions	1,098	1,372	25%↑
Subject Librarian Queries **	362	778	115%↑
Number participating in training sessions outside LIST	2,098	2,871	37%↑
Exhibitions/Major Events	10	38	280%↑
Russell Library Visitors/Users	872	1,492	71%↑
Study Spaces ***	838	1,655	97%↑
Total income (excluding salaries)	€1,064,088	€1,096,486	3%↑

*Includes all queries dealt with by Admissions and Information Desk Staff, including face-to-face, online chat, e-mail and telephone

** Of the 778 subject queries 201 related to research support

***Both figures include the Russell Library and Arts Block Reading Room

Maynooth University Library Mission, Vision and Values

Library Mission

Maynooth University Library's mission is to foster communities of learning and scholarship through excellent resources, services and people

Library Vision

The realisation of our mission will:

- Place users, especially students and faculty, at the heart of all that we do
- Advance the Library's unique position as the hub of learning, culture, enquiry and discovery
- Ensure access to collections of quality and relevance
- Underpin and enrich the University's research and scholarly impact
- Progress our leading role in the development of information literacy locally, nationally and internationally
- Support the continual development of a committed, skilled and engaged library staff
- Develop and renew spaces that welcome, inspire and empower
- Enhance Maynooth University's international standing
- Further our established reputation as a leader and innovator in the global library sector
- Enrich the cultural, social and economic life of our community

Library Values

The Library endorses the values of Maynooth University and is committed to:

Openness; user empowerment; innovation; scholarly rigour; academic freedom; integrity and ethical behaviour; collegiality, transparency and trust; equality, inclusiveness and social justice; dignity, respect and care for the individual

Maynooth University Library Strategic Goals and Actions

TEACHING AND LEARNING

Goal 1: To further develop the Library's role in teaching and learning, which prepares students for work, life and citizenship

The Library supports the development of students' academic skills by developing information literacy skills. The advent of the new Maynooth University Curriculum with its emphasis on critical skills, which are explicitly linked to Information Literacy, requires the Library to reflect on how we can support these objectives. Coupled with this, the strong growth in student numbers necessitates a reimagining of how we deliver information literacy skills and promote information resources. A blended, technology-rich, approach will see the Library make relevant content available at the point of need for inclusion by academics in lectures/tutorials, online, via Moodle or in a traditional Library class setting. This plan will see the preparation of a framework based on internationally recognised Information Literacy Standards that will underpin and inform activities in this area. Subject Librarians play a vital role as the Library's primary link to each faculty, school, department and institute of the University. Enhanced communication and advocacy will enable us to better understand the needs of the campus community. These challenges inform the following 11 actions.

Action 1.1: Collaborate with academic staff to agree our approach to the provision of Reading List material for students

Target: Approach agreed by January 2017

Action 1.2: Advance the new undergraduate curriculum by developing a range of appropriate supports and resources to meet the needs of students and staff

Target: Resources developed by September 2016

Action 1.3: Develop an Information Literacy framework to underpin teaching practices, measure our impact and ensure we are meeting recognised international standards

Target: Framework developed by January 2016

Action 1.4: Contribute to the new curriculum by collaborating with the Centre of Teaching & Learning (CTL) and academic departments in the design, delivery and monitoring of Critical Skills modules

Target: Preparations for semester 1 2016 ready by June 2016

Action 1.5: Build a stronger role, including active participation in relevant Faculty and University committees, for Subject Librarians so that we can gain a greater understanding of staff and student requirements

Target: All subject librarians will have presented the Library's new information literacy framework at key fora by May 2016

Action 1.6 Create a suite of online resources to support and complement Information Literacy classes including an online version of LIST (Library Information Skills Tutorials) and tools that can be embedded into Moodle

Target: Resources online by September 2016

Action 1.7: Review and revise LIST sessions to ensure they remain relevant and meaningful

Target: Review complete and areas for revision identified by February 2016

Action 1.8: Create and promote a suite of resources to support academics embedding information literacy into curriculum and assessment content

Target: Resources available by December 2016

Action 1.9: Develop a range of systems, processes and structures to reduce duplication of effort and optimise our contact time and impact in light of growing student numbers

Target: Relevant systems revised by September 2017

Action 1.10: Support faculty in creating links between teaching and research through the development of higher level information literacy skills in students

Target: Ongoing iterative process

Action 1.11: Continue to contribute to undergraduate and postgraduate programmes in partnership with academic departments

Target: Ongoing

RESEARCH

Goal 2: To facilitate and enrich the research activities and enhance the impact of our academic community

The Library has an important role to play in all stages of research. Researcher information literacy skills are central to scholarly research. Irrespective of the discipline the Library's collections can both prompt and help to illuminate research questions. Crucially, the Library has a wealth of expertise around helping researchers to maximise the impact of their research including how to communicate research findings. The curation of research outputs is increasingly important, due to the requirements of funders and others, and this plan will see the scope and nature of Library activity in this regard expand. Underpinning all of these trends is the growing importance of open access (OA). While jurisdictions around the world have adopted different approaches, the general thrust towards OA is undeniable. Libraries have been at the forefront of these efforts and the Library is well placed to ensure that MU is appropriately prepared for this and other developments in the rapidly evolving domain of scholarly communication.

Action 2.1: Improve access to, and facilitate the use of research resources

Target: Ongoing

Action 2.2: Continue to provide support for the development of researcher information literacy

Target: Ongoing

Action 2.3: Explore the potential for the Library to take a leading role in the curation, advocacy and dissemination of research data

Target: Report with recommendations by December 2016

Action 2.4: Strengthen our position on campus as experts in and champions for Open Access, its benefits to researchers and advise on publication strategy

Target: Present a position paper setting out how MU can be a leader in this field by September 2016

Action 2.5: Strengthen the Library's role in the University's research activities and bibliometric initiatives through active collaboration with the Research Development Office (RDO) and Institutional Research Officer (ILO), prioritising the agreement of appropriate processes and outcomes.

Target: Agree with the RDO and ILO a set of priority areas for collaborative action April 2016

Action 2.6: Participate actively in the implementation and development of the new Research Information System (RIS) and ensure effective linkages with the Institutional Repository

Target: Ensure linkages in place for launch of new RIS in April 2016

Action 2.7 Collaborate with key academics and researchers to develop an expertise in connecting research and teaching

Target: Work with staff in the Department of Geography to stimulate the wider use of Geographic Information Systems (GIS) in postgraduate programmes by June 2016

COLLECTIONS

Goal 3: To develop, curate and open access to collections that meet and anticipate the needs of the academy

Collections are at the heart of the Library and the Library's mission. MU Library is privileged to care for strong collections across the disciplines ranging from manuscripts from the eleventh century, through early printed items and on to the latest electronic journal articles. Keeping up with the diverse demands of such a broad collection is a key challenge for the Library. The Library has traditional strengths in the provision of reading material to support teaching and long-established expertise in the conservation of unique and distinction collections (UDCs). This plan will see us build on these strengths to provide course texts through new, evidence-based, models which reflect the changing structures, curriculum and wider needs of the University. In recent years we have worked hard to dispel the stereotype of librarian as wary guardian of collections and in particular of our UDCs. We will continue to go beyond the care and conservation of UDCs and work with researchers and others to maximise their integration into the research, scholarship, teaching and life of the

University. Significantly, this plan will see the launch of a digital library which will enable the Library to provide both the repository and access point for the digital assets of the university in a manner similar to how we currently provide access to more traditional monographs and other content. Finally, at a time when users are busier than ever due to the changing nature of work and life in general it is vital that the Library adopts a proactive role in raising awareness of the potential of our collections. The actions below will guide our progress in these important areas.

Action 3.1: Continue to curate, deselect and preserve our collections, as appropriate, regardless of format, medium or provenance
Target: Ongoing

Action 3.2: Put in place a strategic, dynamic and responsive collection development policy which builds on our strengths and responds to our users' needs
Target: Policy in place by March 2016

Action 3.3: Introduce new acquisition, budget and service models for the provision of collections which will benefit our user communities
Target: A report making recommendations in this regard will be prepared by July 2016

Action 3.4: Continue working at national consortium level via the IReL initiative so as to afford our users access to world class electronic collections
Target: Ongoing

Action 3.5: Embed and exploit our Unique and Distinctive Collections (UDCs) in support of the teaching and research aims of the University
Target: A range of initiatives to further embed Unique and Distinctive Collections (UDCs) in teaching and research will be in place by December 2017

Action 3.6: Establish, populate and mainstream our Digital Library
Target: Prototype Digital Library will launch in February 2016 with work ongoing afterwards to develop and expand its breadth and functionality

Action 3.7: Continue to develop and promote collections of value to our user communities
Target: Ongoing

OUTREACH

Goal 4: To strengthen and align our engagement with the campus and wider community

For a variety of reasons it is more important than ever that the Library goes beyond caring for and providing access to collections. A systematic approach to the promotion of our collections, expertise and services is essential to maximise their impact. Effective processes and networks are required to ensure that our messages are communicated coherently and consistently in a manner appropriate to the audience. The Library was a pioneer in the use of social media to engage with the student audience and due its counter-organisational and ever changing nature we must regularly review and

update our approach. User feedback informs and guides our development and since 2010 the Library has regularly used the internationally recognised LIBQUAL survey tool to gather user feedback. During the life of this plan a further round of LIBQUAL will be deployed. A broad range of other feedback mechanisms such as online chat are in place to augment this large-scale structured tool. The student-library committee also meets at least three times a year. One of the most valued ways in which the Library engages with our users and wider community is through the provision of a strong, relevant and diverse exhibition programme. In recent years, due to a combination of new physical space and a renewed focus, this area has become a core strength and the Library's standing as the civic and cultural hub on campus is well recognised and appreciated. In addition to understanding and meeting the needs of our user community a further benefit of a strategic approach to outreach and engagement is the development of the Library itself. Through active engagement with colleagues and professional bodies nationally and internationally we ensure that MU Library is aware of key developments, issues and opportunities.

Action 4.1: Develop a social media strategy which exploits all appropriate platforms, engages current and potential library users, and promotes the full range of Library services
Target: Strategy in place by August 2016

Action 4.2: Work closely with the Maynooth Students' Union (MSU) to ensure our services, supports, policies and procedures meet the needs of the student population
Target: New regulations guiding student behaviour will be in place by September 2016

Action 4.3: Ensure our services meet the needs of our user groups through regular LibQual and other feedback and survey mechanisms
Target: A further round of LIBQUAL will be conducted in April 2017

Action 4.4: Work with University staff, students and the wider community to develop an exhibition and events programme that will be informed by, challenge and address our users and community
Target: Strong exhibition and event programmes will be in place for 2016, 2017 and 2018

Action 4.5: Cultivate existing, and develop new, collaborations and partnerships including local, national and international links to ensure that the Library keeps abreast of best practice and important developments nationally and internationally
Target: Ongoing

Action 4.6: Promote engagement with the Library profession including the attainment of the various awards of the LAI, presenting at national and international conferences and publishing in the professional literature
Target: Ongoing

STAFF

Goal 5: To be an excellent place to work, known for a collegial ethos which empowers all staff to contribute fully to the development of the Library and University

The increasingly ubiquitous and accessible nature of information means that increasingly it is the quality and ability of library staff that defines the user experience. The Library is fortunate to have an excellent, committed and enthusiastic staff. Through the identification of staff development requirements, the provision of opportunities and the celebration of achievements, the Library ensures that staff are stimulated and prepared to anticipate and meet service needs. The Library also works continuously, in consultation with Human Resources (HR) and others, to create and sustain a positive work environment that cherishes diversity, promotes well-being and enables staff to realise and expand their potential. Finally, the Library recognises our responsibility to nurture the potential library staff of the future and engages with school children and pre/early career library staff to provide work experience and development opportunities.

Action 5.1: Undertake a skills analysis, comparing our existing competencies with our current and projected needs to inform the preparation of a staffing plan

Target: Skills analysis training completed by September 2016 and analysis completed by June 2017

Action 5.2: In line with the recommendation in the recent Quality Review, examine and develop the role of the Subject Librarian to build relationships, promote collections, expertise and services, and ensure that the nature and breath of their responsibilities are best aligned with the needs of our users.

Target: Recommendations for the development of the role prepared by February 2016

Action 5.3: Continue to provide, in consultation with Human Resources, opportunities for staff to undertake professional development including advanced degrees and other academic programmes

Target: A guide to opportunities available will be prepared by March 2016

Action 5.4: Encourage staff to participate in internal committees and projects, cross-sectional teams, university and external committees and maintain a culture where all staff have the opportunity to contribute to meetings and other communication fora

Target: Ongoing

Action 5.5: Continue the Library's track record of being a pathfinder and/or pilot unit for initiatives that promote equality, diversity and inclusivity by working with HR, the Access Office and others to identify and offer opportunities to promote these values including participation in the Leadership, Equality and Diversity (LEAD) and National Disability Authority (NDA) programmes.

Target: Ongoing

Action 5.6: Continue to promote a culture of wellbeing, and acknowledge and celebrate staff achievements

Target: Annual staff well-being days and other appropriate events will be run in 2016, 2017 and 2018.

Action 5.7: Facilitate work experience and other opportunities for wider engagement, including Transition Year work experience and placements for Masters and Library & Information (MLIS) Studies students

Target: Ongoing

FINANCE, INFRASTRUCTURE AND ENVIRONMENT

Goal 6: To optimise and develop space, infrastructure and funding in support of our strategic goals

The space and services of the Library are increasingly technology-rich and sophisticated. This requires that our finance, infrastructure and environment management systems are similarly so. Moreover, there is a need to plan for, maintain and develop supports that meet the growing demands on the Library given the projections for growth in student numbers. In addition to underpinning optimised operational processes, these supports afford the Library the opportunity to maximise available resources while meeting and exceeding user expectations. Finally, a growing aspect of the operational environment is an increased requirement for collaboration across units and institutions. The Library has an established track record in this regard and this plan will see us build on this strong foundation.

Action 6.1.: Review the pay and non-pay budgetary model for the Library, in consultation with the Finance Office, and establish multi-annual budget plan approved by UE.

Target: Review completed for UE approval by June 2016

Action 6.2: Seek university support, in line with the recommendation of the recent Quality Review, to complete the refurbishment of the western side of levels 1 and 2 of the Library to meet pressing student and service demands

Target: Refurbishment completed by September 2016

Action 6.3: Agree a vision and plan with Maynooth University and St Patrick's College Maynooth to address the longstanding physical issues in the Russell Library

Target: Vision and plan agreed by March 2017

Action 6.4: Continue to work locally and nationally to exploit procurement frameworks so as to ensure value for money and compliance with legislation

Target: Ongoing

Action 6.5: Develop the Library's storage infrastructure to ensure the safety and physical condition of all collections

Target: Sustainable storage plan in place by September 2018

Action 6.6: Work with other units to explore the provision of a coherent service model for all digital and print collections on campus

Target: A number of units on campus hold a variety of collections in various formats including digital. This runs the risk of unintended and unnecessary duplication. A scoping exercise that

documents these collections and proposes a coordinated approach will be prepared by December 2016

Action 6.7: Continue to develop services that anticipate and respond to user needs including the further provision of additional student supports in the Library and the expansion of self-service facilities

Target: Ongoing

Action 6.8: Undertake a review of our current Library Management and Discovery Systems Infrastructure and upgrade as needed

Target: A review with recommendations for UE will be concluded by October 2016.

Action 6.9: Engage proactively, as one of the larger units on campus generating and receiving significant quantities of financial information, with the University's financial systems project to be an early adopter and beneficiary of efficiencies.

Target: The Library has agreed to be one of three pilot departments for the procurement module of the new system due to be finalised by April 2016

Action 6.10: Further increase our use of evidence based planning for library development through the use of survey and other data

Target: ongoing

Action 6.11: Work with Campus partners to build on the success of MyCard by addressing ongoing operational issues which have emerged by developing MyCard procedures and policies which ensure appropriate access to Library services for all users.

Target: Revised policies presented for UE approval in September 2016

Action 6.12: In collaboration with IT Services, review the current service model for providing frontline IT support in the Library by identifying and implementing a new and sustainable model for the provision of IT support for staff and users within the Library.

Target: September 2016

Action 6.13: Engage with relevant support units to ensure that the operating environment safety, security and general condition of Library buildings are maintained and enhanced

Target: Ongoing

Action 6.14: Work with the Green Campus Committee to identify specific actions within the Library to make our processes and services more environmentally friendly and sustainable

Target: Library specific actions identified by June 2016

Implementation Plan

This plan has been prepared with substantial Library staff involvement and significant consultation with a diverse range of stakeholders. A draft version was subsequently presented to University Executive for approval. Due to the short life-time of the plan implementation has already commenced in some, previously agreed, areas but will accelerate immediately once formal sign-off has been received.

Where possible and appropriate a team-based approach, will be used throughout the implementation process. Each team will focus on a particular theme which will usually be centred on a single strategic goal except for a small number of cases where objectives and actions from more than one goal overlap. The overall process will be guided by a Strategic Plan Implementation Group (SPIG) which will be chaired by a member of the Library Senior Management Team.

Implementation will be phased, with some actions already in-hand, and will be completed by December 2018. Each action has been assigned a target completion date. Actions that by their nature will be ongoing have been noted as such. Preparations for our next strategic plan will commence in parallel with those for the next University Strategic Plan.