Quality Implementation Plan for the Library

1. Recommendations which the Unit could implement unaided

(For each recommendation, list under "Response of Unit" the actions required to implement the recommendation, state if the recommendation has already been implemented, and if not, indicate a timeframe for the actions or the reasons for not implementing the recommendation)

Recommendation 9. Encourage and develop a new culture of staff flexibility and adaptability. There is some evidence to suggest that the relative longevity of the current staff structure has encouraged a degree of complacency amongst some staff. The new staff structure, the appointment of the new University Librarian and the two new Senior Librarians together with the need for new working practices in the new building should all foster more flexible working, less emphasis on grading issues and more on skills development and service delivery

Response of Library: Library staff and Management have jointly encouraged/developed an increasingly flexible work culture during the past three years. There have been considerable changes, with internal staff actively encouraged to transfer within grades, subject to having relevant skills. This encouragement to gain experience in different areas in the library, sustained investment in staff training and development, which compares very favourably with other Irish university libraries, a culture of cross-sectional project teams, open communication with regular all-staff meetings and a review of flexible working arrangements have all contributed to a culture of openness and flexibility, which is vital to the continuing success of the Library. Regarding grading issues, the relatively stagnant staffing situation for a very long period, has meant that the progression paths available in other areas in the University and more widely in the

Irish and the international library community, have not been available to Library staff.

Action: A continued culture of flexibility will be needed to continue to provide user-centered services in the new Library. This is in keeping with commendation 3 of the peer reviewers

'*A library staff characterised by professionalism, enthusiasm, energy and verve, not afraid to try new initiatives and with a track record of innovation, service enhancement, client-driven services and engagement with their academic and student communities.* '

2. Recommendations which the Unit could implement only with assistance from other bodies within the University and without cost implications

(For each recommendation, list under "Response of Unit" the actions required by the Unit or other bodies to implement the recommendation, state if the recommendation has already been implemented, and if not, indicate a timeframe for the actions or the reasons for not implementing the recommendation)

Recommendation 2. Work collaboratively with the University Computer Centre:
to identify areas of service improvement, efficiency and delivery as a consequence of Computer Centre staff being present in the planned new building. Already good relations between the University Librarian and Director of the Computing Centre should provide the basis for deepening collaboration and exploring areas of possible shared services such as help/enquiry desk services or extended hours provision

Response of Library: Prior to the opening of the major library extension in August 2012, there is a need to plan for the integration of computer support staff and services into the new building. While physical space has already been allocated, the actual operation of IT support services in relation to the current library desk/information services and library IT services needs to be agreed.

Action: The Librarian and Director of the Computer Centre have already had preliminary discussions and a more detailed set of discussions is due to start in summer 2011 to ensure that arrangements are agreed and in place for the opening of the new library.

Recommendation 3 Develop a shared, coherent and comprehensive collection development strategy. This needs to be rooted in the Library, and managed by the Library, but with academic staff consultation and involvement. This is a key Library activity in both print and electronic domains and should not be a devolved responsibility to academic departments.

Response of Library: Work on preparing the collection for the move in 2012 is underway. The active consultation with academic departments throughout the process has paved the way for a deeper relationship between the Library and the academic departments in relation to providing relevant print and electronic collections. The Library now needs to partner with representatives from academic departments to produce formal collection development policies which meet the needs of staff and students. The Subject Librarians have a crucial role to play in this.

Action: The Senior Librarian Collection Management Services and the Senior Librarian Learning Teaching and Research Development will lead the development of an overall Collection Development Policy. This will be articulated in the operational planning for the new library and will be developed and expanded upon in the next Library Strategic Plan.

Recommendation 4 Address the role of the Subject Librarian Team.
Building on the work already begun by the Senior Librarian Learning, Teaching and Research Development, the Library should define the role and function of the Subject Librarians, develop and expand their academic liaison and teaching role and determine the core functions of this team and which of their responsibilities could be delegated elsewhere within the Library or not performed in the short term until staffing levels are appropriate. The name of this team should change to reflect its strategic importance.

Response of Library: As noted this is already underway as a high priority action under Action 2.1.2 (Library Strategic Plan 2109-2012).

Action: The Senior Librarian Learning, Teaching and Research Development will continue this process operational planning for the new library and will be developed and expanded upon in the next Library Strategic Plan with a view to developing closer, deeper and more formal links with academic departments and institutes.

Recommendation 6. Secure an equitable share of printing/photocopying costs.
With the implementation of a new University wide print management system, the Library needs to ensure no loss of income from photocopying and Library-controlled printing. It should also be recognised that reduced income from print photocopying is matched by increased printing income from Library electronic content residing with University Computing Services. An adjustment is required to protect Library income.

Response of Library: The roll-out of a new campus-wide printing solution is at the planning stage. The Director of the Computer Centre is aware of the financial implications of this development and agreeing an equitable solution will be a central part of the process.

Action: The delivery of the new campus-wide printing solution in time for the new library is a matter of urgency. The President will raise the project, and its implications, at a Senior Officers meeting in the near future.

Recommendation 7. Work energetically with the Development Office to expand the Library's fundraising capacity.
As a historic and unique Irish University College with unique assets of the Russell Library and its collections together with the new building, opportunities exist for attracting philanthropic gifts. This should be actively explored and developed.

Response of Library: The Library is keen to work closely with the Development Office in this area and would welcome the establishment of a formal structure to progress this.

Discussions in this regard have taken place with The President, Deputy President, Director of Corporate Services, and the Alumni Office.

Action: Structures within the university relating to fundraising will be reenergised and the library will be a priority area once this has happened.

Recommendation 13. In view of the success of the accredited module of the BA in Local/ Community studies, request the University to consider the accreditation of the LIST programme and eventually other Library-delivered courses in appropriate consultation with Faculties, Departments and other units.

This might be seen as part of the strategic reorientation of the Library within the University as the Library continues to develop its role in information skills delivery and related areas.

Response of Library: In addition to the BA in Local/Community Studies accredited module, the Library also has accredited input to the BA in Local/Community Studies Study Skills module. The Library is keen to work with all departments in integrating information literacy into undergraduate programmes and exploring formal accreditation for library input but is mindful of the many issues associated with this move.

Action: The potential for the accreditation of further content delivered by the Library and LIST will be considered by the Teaching and Learning committee in the context of a wider discussion about the first year experience.

Recommendation 15. Might adopt, at the invitation of the University, a more pro-active role in the development of University strategic policy.

This seems to be demanded by the Library's changing role within the University both as a space for interaction/service provision and as a partner in the learning and research experience of students and staff.

Response of Library: The Library is keen to play such a role. The Library has much to offer to the overall strategic direction of the university and the promotion of joined-up-thinking within it.

Action: The President and the Librarian will identify fora at which the Library can have greater input into the strategic development of the University.

3. **Recommendations which the Unit could implement only if additional resources are provided by the University**

(For each recommendation, list under "Response of Unit" the actions required to implement the recommendation, state if the recommendation has already been implemented, and if not, what resources might be required, including an indication of the level of capital or recurrent expenditure involved)

Recommendation 1. Clarify and implement its new staffing structure.

The new Strategic Plan, and the likely staffing implications of the planned new library extension mean the new structure should be implemented as a matter of some urgency.

Response of Library: Work is ongoing on developing a new organisational structure. External advice and advice from NUI Maynooth Human Resources Department has been sought. It is envisaged that this process will result in some additional posts of responsibility and some additional posts at current grades.

Action: The Librarian will ensure that the President is advised of the progress of this process at appropriate junctures and will agree the proposed new structure with the President.

Recommendation 5. Review opening hours.

NUIM Library's opening hours are considerably shorter than at other comparator universities. With a greater diversity of students, together with the flexibility of the new building, there is scope for a reasonably cost- effective extension of existing opening hours, possibly by employing NUIM research students.

Response of Library: The Library would like to extend opening hours within the new building. As part of the new building can be opened on a controlled 24 hour basis, the Library envisages this could be done with a facilities presence as the demand is likely to be for space rather than services and the nature of the new building will require more facilities-type support.

Action: The President has agreed to the establishment of a facilities function within the Library. This function will facilitate the extension of opening hours and the effective operation of the new library. The Librarian and the President will agree the composition and scale of this function with a view to having an appropriate team in place for the opening of the new library.

Recommendation 8. Review access control and security issues, particularly in the light of the new Library building.

Response of Library: It is vital that we have an effective access control system in the new library. The Library is in discussion with the Buildings Office regarding this as part of the new library extension.

Action: The new library will include new access control arrangements which will be campus card based and will provide both security and statistical functionality.

Recommendation 10. Clarify the role and function of Special Collections, especially the future of the Russell Library, with particular regard to succession planning and knowledge transfer. The development of a Special Collections service in the new Library building should be taken as an opportunity to review the role and function of Special Collections within the University. We advise NUIM to appoint consultants to advise the University and make recommendations for the future operations and strategic development of Library Special Collections.

Response of Library: A report by external consultants exploring the future direction of Special Collections and the Russell Library would be timely given that the new Library will have a Special Collections area.

Action: This issue will be addressed as part of wider discussions between NUI Maynooth and St Patrick's College about their ongoing relationship. In the interim the Library will continue to plan for the development of Special Collections services in the context of the opening of the new library.

Recommendation 11. Address turnaround time for shelving.

Bottlenecks need to be resolved. The employment of student shelvers is one possible solution.

Response of Library: This has been a particularly difficult year for the Reader Services Division in the Library. The fact that four posts are frozen, combined with long-term illnesses has had an impact on turnaround time for shelving and indeed many other areas of the Library. This has been addressed through the flexibility of staff but this alone was not sufficient and, in the second semester, the occasional staff budget was increased to enable us to respond more effectively. Uncertainty about the size of the occasional staff budget from year to year makes it difficult to plan effectively and would make the recruitment of additional staff/students difficult.

Action: The President, Bursar and Librarian will explore the potential for the Library acting as a pilot for an approach to occasional staffing budgets that is more conducive to long-term planning.

Recommendation 12. Further streamline routine library tasks.

Staff-intensive library operations should, where possible, move to self service (For example laptops or notebook pcs available for self service).

Response of Library: This is being actively explored with two staff members currently researching the operation of self-service laptop services in other academic libraries. Installing such a system will have financial and technical implications. The early adoption

and support of shelf-ready books by library staff, make exploring more self-service operations very feasible.

Action: The President will consider favourably a forthcoming proposal from the library to purchase a solution to enable the lending of laptops/notebooks via self-service. The Library will continue to identify and implement appropriate solutions to streamline routine tasks.

Recommendation 14. Might contribute to a more active archives acquisition programme both to enhance existing collections and develop new holdings.

Response of Library: An archive plan for both NUI Maynooth and the OPW-NUI Maynooth Archive at Castletown has been drafted. However, a major barrier to greater ambition in this area is the lack of appropriate storage space available to the Library. Recent efforts to address this in the context of a collaborative project proved unsuccessful. Following this the Librarian met with the Campus Planning and Development Office, the Director of Corporate Services and the Vice-President for Research and it was agreed that suitable storage will be included in the campus development plan.

Action: The President agrees that the provision of appropriate long-term storage for archival material is a priority and has agreed that this will be addressed as part of the university's current property strategy.

Signed: _____ Signed: _____

      Professor Thomas Collins   **Mr Cathal McCauley**
      President   **University Librarian**

Date:_____ **Date:** _____

Appendix: General response to the Peer Review Report (optional)

We are pleased with the very positive nature of the report and the formal recognition of the good work which the library does as outlined in the section 'commendations'. We also acknowledge the various recommendations as outlined above and look forward to acting upon them. It would be remiss not to record that recommendation 9 was the source of some concern to some library staff. However, we are confident that our actions will demonstrate our obvious commitment to flexibility and innovation as widely acknowledged throughout the Peer Review Report. The Library would like to thank the Peer Review Group for their hard work, commitment and interest in their review of the Library. We look forward to building on their work to continue to enhance the Library to better meet the needs of our users and staff and contribute further to the University's ongoing development as an institution of local, national and international significance.