

James Hardiman Library

Annual Report 2014/15

Part 1: Overview

Balancing **future planning** and ongoing business was a common theme throughout the year. The University issued its strategic plan for 2015-2020 and the Library devised a strategy geared towards its contribution to the overall plan. A mapping exercise from the previously published Library Vision to 2020 to the University plan revealed very clear synergies and this provided an excellent basis for creating a five-year action plan. Consultation with Library staff, including individual meetings of all staff with the Librarian as well as a series of group discussions around key actions to deliver what is needed and expected by 2020, informed the plan. Of particular importance was the commencement of a process to organise all Library staff, beginning with the members of the Senior Management Team, into new teams aligned with the six themes of the Library Vision: Staff; Place; Collections; Community; Academic Skills; and Publication. The work programmes of each team will take forward the University plan, while recognising that further changes in our landscape may call for new shifts in direction over the coming years.

The **operational plan** for 2014/15, agreed with a group of University stakeholders at the start of the year, provided the focus for the year itself and progress is reported in Part 2 of this report. Its goals were linked directly to the recommendations arising from the Quality Review of the Library in February 2014 and substantial progress was made. The establishment of the Library Strategy Committee and the Archives Strategy Committee signalled important changes in governance. Strong engagement of the membership of each is a priority, ensuring expert guidance on strategic decision making. Linkage between the two Committees has been strengthened, recognising the particular importance of archives and special collections in the University and in the Library. This report also affords the opportunity to appreciate the generous contribution made by the previous Library Policy Committee and the Archives Group.

Staff skills development received particular attention this year. PMDS reviews with 62 staff reinforced alignment of individual roles and skills with the operational plan. A skills audit represented a new initiative, with all staff completing a detailed questionnaire which gathered data, based on self-assessment, about levels of skill and interest in a broad range of areas of work. The resulting database provides a resource for matching individuals to existing and emerging roles that best fit their talents and/or interests. Also new was "Trading Places", an invitation to experience a different work area through shadowing, short-term placement or transfer. More than 15 staff took part and this was encouraging in terms of the formation of new teams and roles to meet the evolving expectations of Library users. Another welcome support in this regard was the start of a University project to develop a competency framework for administrative and library staff. Also new in the University were the President's Awards for Support Service Excellence, for which the Library and IT Services Desk and Law Subject Teams received nominations.

Monitoring of **service uptake** informs decision-making, as does the response to the LibQual survey which was conducted in March and April this year. The overall rating for perceived service quality increased from 6.67 to 6.80, continuing an upward trend from 6.38 since 2010 when the survey was first conducted. There was an improved score in 19 of 22 standard criteria measured worldwide, the highest score of 7.28 being attributed to "Employees who have the knowledge to answer user questions". "Helpfulness in dealing with users' IT problems" registered the biggest improvement, up by 0.27 and reflecting in particular a new level of confidence by and in the staff of the Library and IT Services Desk which had been established in 2013. Levels of business at this Desk remained high, although a bit lower, influenced by the introduction of some new self-service initiatives for users. Areas of continuing growth in uptake were information skills training and academic writing support. The implementation of the access control system generated valuable data on user visits to the Library, including a total of almost a million visits in the calendar year 2014. November proved to be the busiest month with a footfall of over 150,000 and a multidisciplinary profile including Arts (43% of total) Science (22%) and Business/Law (19%).

Visitor data showed the ongoing importance of **the Library building** to a large and diverse constituency across the campus despite the continuing dissatisfaction with the physical environment provided. Survey commentary focused on unsuitability as a learning environment, lack of collaborative spaces, insufficient electrical power supply and uncomfortable temperatures. User expectations of university libraries are both different and higher and there is clear evidence that the quality of the library building impacts university competitiveness in attracting students as well as the quality of the student experience. Presentation of the findings of a feasibility study into the transformation potential of the current building, coupled with strong advocacy, has resulted in recognition by the University Management of the need for action. The University Strategic Plan commits to include in the campus buildings regeneration plan "the transformation of our Hardiman Library building into a dynamic learning environment reflecting the culture of knowledge creation in a

contemporary university". This is an important development and advocacy and planning will continue towards this goal, recognising that significant funding will be required. Interim adaptations continue to be made where possible to existing space, recent developments being the creation of a makerspace (supported by the Student Projects Fund), a new open-plan group study area and an expansion of the Medical Library as part of the refurbishment of the Clinical Sciences Institute.

The **Hardiman Research Building** continues to be a success, both as an excellent location for storing, using and enabling the use of archives and special collections and as a location for engaging audiences with scholarship and collections through its seminar facilities and its exhibition space. An Exhibitions Group of staff from a range of University constituencies, formed early in the year, has steered the development of the space to date and established policies, standards and infrastructure to facilitate future exhibitors. It has also worked with an architect to define the space better and to develop the exhibitions infrastructure for attractive and flexible display of traditional and digital formats. Three very impressive exhibitions during the year focused on the cartographer Tim Robinson, the craft of wood-turning and the connections of W.B. Yeats with the West of Ireland. The first and last of these featured excellent collaboration between the Library and academic colleagues, particularly in the Moore Institute.

Outreach has been a strong focus with regard to archives and special collections in general, notably through the development of a new module on techniques for best use of these resources which will be embedded in a number of undergraduate and masters programmes in 2015/16. A report of highlights from 2014 was published, as was the second annual report of the Abbey Theatre Digital Archive project. There was also a very successful and well-attended series of lectures, with accompanying digital or paper exhibitions, focused on special collections. The Library Communications Group used multiple channels to promote services and events in line with the Library Communications Plan published in 2014. This included a strong presence at University Open Days.

The year proved challenging in terms of managing and developing **collections**. A very welcome University subvention for the Information Resources budget was offset by unfavourable currency exchange rates, with further cuts in subscriptions on top of the previous year's cancellations to the value of €120K. Currency pressures added to the cost of maintaining national IReL (Irish Research eLibrary) subscriptions on which this University has a high dependence, and cancellations in 2016 are a definite possibility. The bankruptcy of the long-established subscription agent Swets created a lot of disruption and extra work to achieve continued supply or access and to select a replacement agent via a national tender. Similarly, Library staff invested significant time in, and contributed valuable expertise to, a complex national tender for book supply. It is intended that the outcome of this tender will deliver efficiencies in the supply of a diverse range of information resources in multiple formats, to the advantage of Library staff and users alike. The Collections Group still found time to draft a number of policies which will be important to the effective long-term management of our collections. This includes ensuring the quality and quantity of storage required for paper collections, something which is emerging again as an issue in relation to archives and special collections, with a recent expansion in holdings following on from their move to the Hardiman Research Building.

Effective management of collections depends on good **IT systems** and some positive developments occurred in this regard. Preparations to tender for a new Library Services Platform were well advanced; the last such procurement was in 1999, resulting in the implementation of the Aleph system which has been superseded by a new generation of systems offering advantages such as cloud-based delivery and management, integration of new functionality for managing online information resources and streamlined workflows. Other projects of note included: the implementation of a new reading list management system which will benefit lecturers and students on taught courses; the redevelopment of the ARAN open access system and of the Library website; and improved searching of archival holdings through the CalmView interface.

A milestone was reached with the completion of the retrospective **digitisation** of the Abbey Theatre archive, on time and on budget, at the end of August. This archive has attracted strong academic engagement and delivered invaluable learning for Library staff as new digital projects emerge. The Digital Library Group engaged in a range of new initiatives, including the establishment of a standards-based digital content repository as host to a number of archives, enablement of data mining by Insight of the Abbey Theatre archive, drafting of a University open access policy and a successful bid for funds to create a digital makerspace in the Library. These new areas of activity offer great opportunities as well as challenges in terms of capacity to deliver across a range of fronts. The formation of a Digital Library team, initially composed of the Digital Library Manager, Digital Archivist and Digital Publishing and Data Management Librarian provides an essential platform for long-term engagement as demand for digital scholarship enablement grows.

Finally, the **need to connect** with regional, national and international audiences is recognised as vital to the University's strategy. A particular success was the hosting, in collaboration with the Centre for Drama, Theatre and Performance, of a conference titled "Performing the Archives" in July, attracting a large international audience. Closer to home, excellent relations were developed with staff at Shannon College of Hotel Management as their incorporation into the University progressed.

Part 2: Self-assessment against Operational Plan 2014/15

2014/15 Goals	Targets @ September 2015	Please <u>comment</u> on the extent to which 2014/15 operational planning targets were achieved.
Service Development and Improvement Goals		
Develop a Strategic Plan, aligned to NUIG Strategy 2015-2020 & agreed Vision for Library in 2020	Library strategic plan agreed and being progressed, emphasising role at heart of University community.	Five-year plan drafted, with first year actions incorporated into 2015/16 operational plan
	Expert inputs via revised governance.	New committees established and operational: Library Strategy Committee and Archives Strategy Committee
Provide welcoming, comfortable, varied and inspiring facilities which meet the diverse needs of all our users, and foster active learning and collaboration	Securement of financial support in first instance for Phase 1 of Transformation Project, and start date agreed.	Business case for Library building transformation accepted; further progress dependent on finance
	Digital 'Maker Space' created, if funding granted.	Funding bid successful. Contractor engaged and work ongoing on MakerSpace fit-out. Equipment purchased, including two 3D Printers. 3D Printing Service has commenced.
	Anti-Noise Policy launched/marketed and Staff behaviours aligned to Customer Charter.	Anti-Noise Policy rolled out with noticeable improvement in noise levels particularly in the lead up to exams. Training on the alignment of Staff behaviours to the Customer Charter being pursued with HR Training Division.
	Opening hours extended if warranted and funded.	Library Turnstile Usage Statistics analysed; a marked decrease in user numbers during the final two hours of opening noted, signifying a lack of demand for extended opening beyond current closing times.
	Exhibitions policies & procedures agreed and published; further exhibitions infrastructure acquired; events calendar published.	HRB Exhibition Policies & Procedures crafted, and signed off by University Solicitor and HRB Exhibitions Group. Work ongoing with Architect and Buildings Office to install substantial new exhibitions infrastructure (display system + lighting) in early January 2016.
	Medical Library upgrade being implemented as per proposals submitted for CSI refurbishment.	Medical Library upgrade completed as part of CSI refurbishment with resultant increase in footprint of 52.29m ² allowing for the creation of different types of study spaces. Book stock reviewed and rationalised facilitating the installation of additional study spaces.
	Safety Management System requirements being fully met.	Requirements are being fully met, and all room risk assessments are now on PEMAC Care.
Provide a work environment that encourages & values staff who are passionate about providing excellent service; who are well trained confident to deliver & promote all existing services, & also ready to take on the challenges of the future	Creation of a Staff Development Plan with emphasis on development of staff capability to ensure courteous and multi-skilled change ready staff.	PMDS Reviews (62) completed in respect of all staff grades currently covered by the scheme. A Library Staff Skills Audit identified existing skill sets and skill gaps. The Staff Development Plan resulting from both initiatives identified training and development needs for teams and individual staff members.
	Automated system developed for capture of information relating to attendance at staff development events, & time/costs involved.	Work is well advanced, utilising the Library's SharePoint intranet site.
	Contributed to, and rolled out a University Support Staff Competency Framework.	Library was represented on the Competency Framework Working Group, and several staff participated in the focus groups conducted as part of the consultation process in support of the creation of a University Support Staff Competency Framework.
	At least 2 staff have participated in the University's leadership development training.	Three staff participated in the University's leadership development training programme.
	Current staff deployment evaluated.	Staff deployment was evaluated in tandem with the generation of the Library Strategic Plan 2015/16-2019/20. The Senior Management

2014/15 Goals	Targets @ September 2015	Please comment on the extent to which 2014/15 operational planning targets were achieved.
		Team agreed new remits to align with Library Vision 2020 themes and related 5 Year Strategic Plan goals. A review of all remaining staff deployments is ongoing to enable the delivery of the Strategic Plan.
	All staff have had an opportunity to experience some form of staff mobility.	Launched a staff mobility initiative entitled 'Trading Places'; to date 15 staff have expressed an interest in a mixture of mobility options including work shadowing, short term work placements in another area, or a job transfer within the Library.
	Staff nominated for Support Staff Recognition Award.	2 Library Teams - Library & IT Desk Team and the Law Subject Team - received nominations in respect of the President's Awards for Support Service Excellence.
Develop effective communication strategies	Annual work plan delivered and reported on.	Key targets reached included growth in all aspects of social media communications and the developments of a library ezine template for regular communications to our communities. For instance in 2 years our blog/Facebook posts have jumped from 83 to 254.
	Collaboration between Marketing & Communications office and the Library on specific initiatives which aid the University's marketing and recruitment strategy.	Internal Communications Officer attends Library Communications Group meetings and, pending a Director appointment, the Library Strategy Committee.
	Increase in LibQual rating for local question: <i>Informing me of useful library services</i> which will measure exact impact of customer profiling.	Score has increased from 6.65 to 6.78.
Develop a plan for cataloguing archives at collection and other levels to accelerate availability	Archives listing policy applied to all new and existing collections.	While the new targets for collection level cataloguing as norm are being implemented, it is still perhaps too early to have evidence that accelerated availability has increased usage in itself.
Design a programme of outreach centred on the archives	5% increase in academic and research engagement with archives as a result of targeted marketing campaigns.	Use of social media such as twitter and blogging for communicating information about archives has continued to grow interest. Use of Archives has increased by 20% from 80 new users to 100 and use of collections has grown from 125 to 220.
	Archives in Research module created, accredited and ready for first intake in September 2015.	First intake of 2 nd year History undergraduates has commenced. Once module implementation evaluated, it is intended to extend to geography undergraduates in semester 2 and to arts based researchers later in 2016.
	Collaborations with academics formalised for the delivery of archival seminars and workshops to Arts and Humanities students.	Collaboration and accreditation formally in place with our Archives in Research Module. Other embedded modules include: <ul style="list-style-type: none"> • Discovering the Archives (on offer to MA students of Drama and Theatre Studies, Writing, and Literature and Publishing) • The Abbey Theatre Digital Archive (available to all MA students) • History of the Book (available to MA Literature and Publishing Students)
	Identify key series of records and suitable material for publications and instigate plan for means and methods of publications.	Book of essays being planned in collaboration with Moore Institute based on <i>Yeats and the West</i> exhibition. Kevin Boyle archive brochure published alongside associated academic seminar, 28 November 2014. Content and images have been selected for Special Collections Brochure.

2014/15 Goals	Targets @ September 2015	Please comment on the extent to which 2014/15 operational planning targets were achieved.
		<p>Papers presented at DRI Digital Preservation Conference, June 2015, and Performing the Archives Conference, July 2015.</p> <p>The majority of chapters in the forthcoming <i>Oxford Handbook of Modern Irish Theatre</i> have been written fully or in part about theatres and plays which are represented by our collections. At least four NUI Galway authors will be included in the <i>Handbook</i>.</p>
Develop a new focus on Collection Development	New Collections Group formed, consultative framework defined, Collection Review procedure agreed and in use.	Collections Group established and has defined a consultative framework and a number of policies to inform collection selection, preservation, management and review.
	Business risk analysis re dependence on IReL completed.	Business risk analysis re dependence on IReL documented.
	New workflows in place, systems integration maximised, time to acquire new material minimised.	New workflows to maximise system integration and efficiencies have been designed, but implementation is delayed pending selection of a contracted book vendor. A national procurement process has established a panel of vendors. A mini-competition is now underway to select a vendor for NUI Galway.
	Reading List Management System (RLMS) implemented & populated (subject to funding).	66% funding was secured from the Students Project Fund for RLMS & a system was selected following a tender process. Implementation is complete and the system is being piloted in Semester 1 2015/16 with a group of early adopters.
Enhance digital library development	Required infrastructures in place, pilot projects completed, with services and collaborations initiated.	Infrastructure in place, pilot projects underway (see niche digital publishing below), with services and collaborations initiated.
	Trusted digital repository in place.	Digital repository is live and based on Islandora platform
	New website created and launched.	Template migration underway, utilising University responsive templates. New website to be launched in New Year
	Niche digital publishing service created.	Tim Robinson's townland index, Brendan Duddy archive and Cusack papers created and live.
	Library Management System procurement completed.	Site visits completed, tender document in advanced state of completion, Integration requirements being scoped/specified. Invitation to tender to be issued on 30 October
Enable continuous service improvement	Up to 20 service descriptions defined and available online for external facing services.	Service reviews have been completed and service descriptions drafted. These service descriptions will be available online when the website development project has been completed
	Information on Library services is easily accessible online via service catalogue.	Webpages have been modified and a template is in use for the service catalogue which will be available once the once the website development project has been completed.
	The Library and IT Service Desk is embedded fully, range of services offered is being used by more students with added value services available in evenings & weekends.	The Library and IT Service Desk is fully embedded with the range of services supported increasing. Additional self-service initiatives have been introduced for users, eg collection of theses and group study room keys from the adjacent holds room. Changes to the evening and weekend service are being reviewed for implementation in Semester 2.
	Specific services have been redefined and promoted to selected audiences and uptake of services measured.	Range of services offered to colleges and schools were reviewed, modified and promoted through a variety of new communication media.

Part 3: Metrics

Inputs	Metrics	2014/15	2013/14	2012/13
Unit headcount (FTE)	FTE			
Organisational Development and Performance	FTE	3	3.00	3.00
Staff Development and Service Environment	FTE	19.48	20.45	21.93
Research Services	FTE	8.8	9.06	8.32
Customers Services Desk	FTE	9.17	9.18	8.23
Information Access and Learning Services	FTE	22.31	23.65	24.75
Management and Overheads (Senior Management Team and Administrator)	FTE	7	7.00	6.00
Total		69.76	72.34	72.23
Pay budget (€)	Euro			
Organisational Development and Performance	Euro	€194,635.00	193,930.00	169,572.00
Staff Development and Service Environment	Euro	€854,082.00	854,916.00	868,352.00
Research Services	Euro	€469,008.00	487,660.00	456,151.00
Customers Services Desk	Euro	€445,594.00	439,497.00	413,053.00
Information Access and Learning Services	Euro	€1,196,562.00	1,257,498.00	1,342,440.00
Academic Writing Centre	Euro	€28,512.00	28,800.00	
Management and Overheads (Senior Management Team and Administrator)	Euro	€671,370.00	664,929.00	434,900.00
Total		€3,859,763.00	3,927,230.00	3,684,468.00
Non-pay recurrent budget (€)	Euro			
Books and Journals	Euro	€1,834,120.00		1,758,602.00
Operations	Euro	€490,120.00		521,408.00
Total		€2,324,240.00		2,280,010.00
Organisational Development and Performance	Euro	€236,500.00	218,800.00	220,800.00
Staff Development and Service Environment	Euro	€79,500.00	74,000.00	119,993.00
Research Services and Customer Focus	Euro	€14,000.00	14,000.00	41,000.00
Information Access and Learning Services	Euro	€94,000.00	96,500.00	98,115.00
Information Resources	Euro	€1,834,120.00	1,751,636.00	1,758,602.00
General Operations	Euro	€66,120.00	93,073.00	41,500.00
Total		€2,324,240.00	2,248,009.00	2,280,010.00
Training and Development (arranged by unit)	Hours / Days			
Structured training (total hours, all staff)	No. of hours	785	290.00	
Briefings and Seminars (total hours, all staff)	No. of hours	580.5	816.00	
Safety training (total hours, all staff)	No. of hours	38	7.00	
Self-administered training (total hours, all staff)	No. of hours	60.5	22.00	
Total number of hours	No. of hours	1464	1,135.00	
Total number of days (assume 7.2 hours = 1 day)	No. of days	203	162.20	
Average no. of days / per staff member	No. of days, per staff member	2.9	2.50	
Outputs	Metrics	2014/15	2013/14	2012/13
Metrics				
Total catalogued book stock	No. of books	521,083	517,638.0	501,676.00
Total books loaned / renewed	No. of books	254,330	268,104.0	280,883.00
Books acquired	No. of books	7,682	8,846.00	11,229.00
Books loaned by volume in stock	Percentage	49.40%	52.00%	56.00%
Online journal article downloads (total)	No. of journals	1,644,472	1,661,549.0	1,971,125.00
Cost per journal article download	Euro	€0.50		€0.30
Main Library Hours Open	Hours per year	3,557	3,600.5	3,648.00
Medical Library Hours Open	Hours per year	2,884	3,370.0	3,308.75
Study places	No. of places	2,001	1,977.0	1,975.00
Stock utilisation (books reshelved)	No. of books	257,006	309,893.0	345,517.00
Information skills: user training hours received	No. of hours	9,486	9,276.0	9,937.00
Research papers published on ARAN	No. of papers	426	662.0	489.00
LibQual Overall Perceived	Standardised score	6.8	6.67	6.56
LibQual Overall Desired	Standardised score	7.8	7.79	7.67
LIT Desk Closed Tickets	No. of tickets	18,741	17,811.0	
LIT Desk Opened Tickets	No. of tickets	19,903	19,966.0	
LIT Desk Quick Tickets	No. of tickets	11,144	5,428.0	
LIT Aleph transactions	No. of transactions	18,269	27,690.0	
Information skills: no. of students attending training	No. of students	10,194	9,051.0	8,890.0