



# UCD Library

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[www.ucd.ie/library](http://www.ucd.ie/library)

## UCD Library Strategic Plan

2010-2014

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## UCD Library Mission and Vision

### Library Mission

The mission of UCD Library is to organise the University's information to inspire engagement and learning, to enable its use in promoting research and innovation, and to contribute to the preservation of Irish cultural heritage.

### Library vision

It is the vision of UCD Library to be the University's centre for information and knowledge management services and expertise, creating dynamic environments that inspire learning, catalyse innovation, and enable the creation of new knowledge. UCD Library

- Connects people with services, information and expertise, enabling academic exploration and development
- Provides environments, both physical and virtual, that enable timely access to information and that fosters both contemplation and the exploration of information and ideas
- Provides equality of access to services and facilities and is committed to the development of an inclusive environment for all users
- Leads in promoting and developing information literacy skills to support student success in their studies, careers, and lifelong learning
- Engages with research across the spectrum of collections, research services, information infrastructure, and assessment
- Collaborates with other information-centred UCD services to expand awareness of and access to data, information, and related services
- Cooperates with peer organisations within Ireland and beyond to advance the common agenda for information management, to coordinate collecting activities, and to enable the timely exchange of shared information resources
- Leads in advancing innovation in the academic library profession, contributing to the national research agenda
- Is a highly effective, efficient and agile organisation.



## UCD Library Values

UCD Library is the University's organisational knowledge centre and, as such, the heart of a dynamic knowledge enterprise and a key to its success. In supporting the University's mission, it also embraces UCD's core values of excellence (*Ad Astra*) and its commitment to equity and fairness (*Comhthrom Féinne*).

UCD Library is committed to:

- ***A welcoming environment.*** Providing a sense of welcome to our students, staff, visitors and all our stakeholders
- ***Customer focus, agility and innovation.*** Responding flexibly to changing circumstances and acting innovatively to address the emerging needs and challenges of our customers
- ***Equality of access.*** Assuring that services and facilities are accessible to all users of the Library
- ***Commitment to Irish culture.*** Valuing the cultural heritage resources held uniquely at UCD which are of national and global interest; preserving, promoting, and enabling access to these resources
- ***Partnership and collaboration.*** Actively building partnerships with our customers, stakeholders and peer libraries; providing leadership within local, regional, national and international networks to achieve service levels and access to resources that may otherwise be unattainable
- ***Continuous service improvement.*** Developing and maintaining a culture of assessment and continuous improvement, iteratively measuring the quality of services and benchmarking against national and international peers
- ***Valuing staff and recognising excellence.*** Recognising staff excellence and achievement, supporting the need for continuous staff development in a dynamic information and knowledge-centred environment
- ***Integrity, dignity and respect.*** Treating all with dignity and respect, maintaining a high standard of professional conduct that assure fairness, consistency, and impartially

- **Teamwork.** Working together across administrative boundaries, within the Library and the University, focused on our responsibility to support and advance University objectives
- **Transparency and accountability.** Transparency and accountability in our internal and external processes
- **Excellence** in everything we do.

## Strategic Objectives

### The Library Environment

#### Objective 1: Provide library environments and services that support and promote information discovery, learning, and research

- Action 1.1: Develop and implement policies and practices that provide for optimal library opening hours and maximum availability of online services to UCD constituents.
- Action 1.2: In the short- and near-term, evaluate use of existing Library space and adjust to accommodate the needs of an ever-growing and diversifying UCD community.
- Action 1.3: In the short- and near-term, identify opportunities for small- and mid-sized projects to improve and renovate library space.
- Action 1.4: In the longer term, seize the opportunities provided by the James Joyce Library / Newman redevelopment project to re-conceive the role of the Library's space, focusing on the dynamics of space, learning, research, and innovation.
- Action 1.5: Assure a positive, welcoming and productive experience for users of all library services, both within the physical and online library.
- Action 1.6: Increase the discoverability and accessibility of Library resources through adoption of a new library management system, implementation of new search tools that enable a broader range of resource discovery across local and national library information systems, and improve user experience through adoption of emergent federated authentication and single-signon technologies.

- Action 1.7: Building on the precedents established by the IVRLA, increase cooperation and collaboration with all UCD cultural heritage repositories (particularly in facilitating documentation and dissemination of information about collections and in digitisation for purposes of both preservation and broader dissemination).

## Collection Development and Management

### **Objective 2: Strengthen and diversify access to scholarly and cultural resources by adopting new strategies for collection development and management**

- Action 2.1: Assess policies governing management of traditional collections with a view to streamlining, outsourcing and rationalising.
- Action 2.2: Assess policies governing collections scope and allocation of funds to assure alignment with priorities of the UCD Strategic Plan 2009-2014 as well as those of individual Schools.
- Action 2.3: Design and implement the tools and systems needed to enable collections analysis and management decision-making.
- Action 2.4: Collaborate with IUA and CONUL libraries to establish a coordinated purchasing and collection development programme.
- Action 2.5: Design and implement new procedures for managing collections of printed materials, optimising use of space.
- Action 2.6: Collaborate with partner libraries in Ireland to identify a collaborative solution to immediate and long-term need for a purpose-built remote storage facility.
- Action 2.7: Identify and address gaps in UCD research collections.
- Action 2.8: In cooperation with other UCD academic support programmes, review policies regarding reading/resource lists and implement an improved framework for delivery of this service to students.
- Action 2.9: Review and implement improvements to budget planning procedures, review and update current allocation mechanisms, and benchmark annually against international comparator libraries.

- Action 2.10: Further develop the collections, services and facilities of UCD Library Special Collections while deepening collaboration with UCD Archives and the National Folklore Collection.

## Teaching and Learning

### Objective 3: Engage with University partners in achieving the goals of the UCD Education Strategy

- Action 3.1: In collaboration with UCD academic communities and in line with best international practice, implement programmes to develop student skills in finding, using and evaluating information effectively.
- Action 3.2: Provide and promote access to the information resources required to support the teaching, learning and research needs of students and academic staff.
- Action 3.3: Provide and support high quality, user friendly learning environments and systems to facilitate both self-directed and collaborative learning activities.
- Action 3.4: Extend the capacity and impact of Library supports for teaching and learning through a programme of staff development.
- Action 3.5: Implement a programme to exploit e-learning technologies within the Library, working with University partners in areas of production and promotion.
- Action 3.6: Monitor, measure, and evaluate the Library's teaching and learning strategy and activities.

## Research

### Objective 4: Engage with research at UCD to support and develop research capacity, spur innovation, and enhance the University's social impact

- Action 4.1: Cooperate with UCD Research to undertake a survey of data repositories, research collections, and data-oriented information services outside of the Library at UCD to promote awareness of the range of research resources available at the University.
- Action 4.2: Collaborate with academic programmes, UCD Research, and external partners to identify need for new services that provide, capture and curate data

that is essential for research and innovation and that are informed by and compliant to international best practices and standards.

- Action 4.3: Develop new capacity for capturing and disseminating the outcomes of UCD research and communicating its social impact, working closely with UCD Research, college principals, and heads of schools.
- Action 4.4: Extend the Library's capacity to enable, facilitate, catalyse and showcase interdisciplinary research.
- Action 4.5: Position the UCD Digital Library as a mainstream resource, compliant to international best practices and standards for digital libraries and repositories, to support the broad needs of 21st-century scholarship.
- Action 4.6: Develop a range of new services to address need for bibliometrics expertise in support of research assessment, exploring the potential for collaborative investment and delivery with UCD Research and other academic libraries in Ireland as appropriate.

## Organisation and Business Functions

### Objective 5: Optimise Library performance and assure success with reinvigorated and reconceived organisational and business functions

- Action 5.1: Develop a dynamic organisational structure which allows for the effective and efficient realisation of University and Library strategic goals.
- Action 5.2: In consultation with the UCD Communications Office, develop and implement a Library communications policy and plan that assures that UCD Library stays abreast of the needs of its users and communicates clearly and coherently with all its constituents.
- Action 5.3: Support data-driven planning and decision making by rationalising the Library's approach to data collection and assessment.
- Action 5.4: Assure that a high level of excellence is maintained in provision of services and resources by establishing, in consultation with UCD Human Resources, an organisational structure for effective management of human resource functions and to support a staff and organisational development programme.
- Action 5.5: Improve financial planning and management processes and implement fit-for purpose business systems.



- Action 5.6: Collaborate with the UCD Development Office to establish a long-term Library fund-raising strategy and plan.