

DCU

Ollscoil Chathair
Bhaile Átha Cliath
Dublin City University

Quality Enhancement Plan

DCU Library

August 2023

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1 Introduction

DCU Library would like to thank the Peer Review Group (PRG) and all the staff and student representatives who met with the PRG during the site visit. We would like to extend our thanks to the Quality Promotion Office and all those who participated in the focus groups, including Library staff.

The Library leadership Team (LLT) reviewed the PRG recommendations and brainstormed a number of actions in line with the developing DCU strategic plan and the Library's own strategic plan. A call for volunteers was made and two staff members elected to join the LLT in framing this response. The response takes into account the prioritised PRG recommendations and the Library's own future plans.

As part of the Resource requirements exercise a number of discussions were held with DCU Estates, counterparts in UCC Library, the Library web team, and external suppliers to ensure identified costs were realistic for the services that could be drawn down.

2 Responses to the Recommendations in the Peer Review Group Report

The following notation is used in the recommendations for enhancement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicate the level(s) of the University where action is required: A: Area under review U: University Senior Management

R e c	P r i o r i t y	A d d r e s s e	Peer Review Group Recommendation	Area Response	Senior Management Group Response
Planning and Effective Management of Resources					
1	P1	A	Develop a forward thinking Library strategy in alignment with the University strategy and the changing external environment.	Accepted. DCU Library is actively engaged in the articulation of a component strategy clearly aligned to that of DCU. This will be launched in November following the launch of the DCU strategy.	Senior Management welcomes this recommendation and encourages strong alignment of this component strategy with the University's new Strategic Plan (2023 - 2028).
2	P1	A/ U	Conduct the strategic review of the Library to ensure appropriate structure and staffing in partnership with HR.	Accepted. DCU Library notes that its current strategic priorities will explicitly align with those of DCU. An LLT workshop on structure and strategy will be held, and the structure reviewed with necessary input from HR with regard to any staffing changes or introduction of new grades etc.	DCU's Human Resources department is currently working with the Library in terms of structure and role design, with a view to better utilising the opportunities under the Professional Development Framework.
3	P1	A/ U	Actively drive an incremental space plan for and with students and staff in consultation with Estates, T&L,	Accepted. DCU Library endorses this recommendation wholeheartedly as it was a key desiderata identified in the SAR and a deliverable in our future strategy. It is noted that this cannot be	Senior Management welcomes the development of a Library space management plan, which is particularly important in the context of a multi-campus, place-based university. This should

R e c	P r i o r i t y	A d d r e s s e	Peer Review Group Recommendation	Area Response	Senior Management Group Response
			Research, and informed by international good practice.	progressed in isolation and requires resourcing and input from DCU Estates and other Units.	<p>be undertaken with due regard to the new Campus Plan and Teaching and Learning plan, which will be progressed under the University's new Strategy.</p> <p>Early engagement with DCU Estates in the development of this plan is crucial to ensure building regulation and Health and Safety compliance.</p>
Effectiveness of Activities and Processes					
4	P1	A	Accelerate the delivery of the Collection Development Policy and the Special Collections Development Policy.	Accepted and in train. DCU Library has developed a Collections Strategy and is working through the Contemporary and Special Collections development policies. These will be reviewed and finalised in the coming months and made available on the DCU Library website.	Senior Management welcomes this recommendation and the progress made by the Library to date.
5	P1	A	Establish a clear internal escalation process to ensure timely resolution and communication of building and maintenance issues.	Accepted and in train. Since the PRG visit, DCU Library has taken a number of steps to address this. These include a new H&S sub group, the drafting and circulation of a monthly newsletter and a single point of contact for raising H&S and buildings issues.	Senior Management welcomes progress to date on this recommendation. DCU Estates will continue to work with the Library on any building maintenance-related matters.
6	P1	A/ U	Establish an annual pre-budget submission dialogue to discuss Library's	Noted. The University Librarian and Director of Finance have held a pre-budget submission to	The Director of Finance welcomed the opportunity to discuss pre-budget submissions with DCU Library,

R e c	P r i o r i t y	A d d r e s s e	Peer Review Group Recommendation	Area Response	Senior Management Group Response
			information resourcing budget with the Director of Finance.	inform the budgetary process and outline the need for a sustained level of funding.	and to receive an update on key issues impacting on service provision.
Communication and Provision of Information					
7	P2	A/ U	Address the issues with the Library website (including the provision and accessibility of information on the Library's services and resources) in partnership with the Head of Digital Communications. Explore different models to address these issues including outsourcing.	Accepted. The DCU Library website remains the first and most visible point of contact for staff and students. An internal working group is drawing up a series of requirements and will seek external expertise to review the current infrastructure and make recommendations.	Senior Management welcomes the review of the Library website. DCU Library should engage with the Digital Communications team and ISS to scope out what is required in advance of progressing this project.
8	P3	A	Strengthen provision and promotion of an online orientation resource tailored to postgraduate research students reflecting ongoing registration throughout the year.	Noted. We will keep our delivery options under review and extend across both semesters in line with Recommendation 7.	Senior Management welcomes this recommendation and notes that additional library orientation resources will complement the existing orientation programme delivered by the Graduate Studies Office to incoming postgraduate research students.
9	P2	A	Review internal communication procedures to ensure consistency in communication across Library directorates.	Accepted and in train. DCU Library is committed to reviewing internal communication on an ongoing basis and we note recent mechanisms put in place to help with cross-directorate communications such as new working groups and peer led feedback	Senior Management welcomes progress to date on this recommendation. Senior Management considers this a valuable investment of time in ensuring information is shared appropriately across the Library and feedback from staff is sought in a systematic and meaningful way.

R e c	P r i o r i t y	A d d r e s s e	Peer Review Group Recommendation	Area Response	Senior Management Group Response
				across the Library. Further initiatives will be explored.	
Ongoing Quality Enhancement					
10	P1	A/ U	Fully utilise the professional development framework and PRD process to maximise staff development opportunities.	Accepted and noted. DCU Library utilises the PDF and is strongly committed to the PRD process. DCU Library was an active participant in the initial pilot and awaits the rollout of this on an operational basis across DCU.	This recommendation is welcomed by Senior Management and Human Resources (HR). HR is currently working with the Librarian to enhance the existing structure to expand the number of grades utilised under the professional framework. This will, in turn, provide a clearer and more open development framework for staff members. In parallel, HR is working with the Library in the rollout of the new PRD scheme. This will work in tandem with the professional framework, offering a development pathway for Library staff.
11	P2	A	Develop a set of KPIs and consider contributing to SCONUL to enable external benchmarking.	Accepted. DCU Library has reviewed its previous internal statistics collection and the SCONUL set of statistics and will implement these on a pilot basis.	Senior Management welcomes this recommendation and the progress made by DCU Library since the peer review visit.
Stakeholder Relationships					
12	P1	A/ U	Reinvigorate key relationships with other partners in the University as part of library strategy development, in	Noted. DCU Library recognises and values its relationships across the University and acknowledges how important these reciprocal relationships are in achieving our strategic goals.	Senior Management welcomes this recommendation and recognises the previous successes that the Library has had in collaborating with other units.

R e c	P r i o r i t y	A d d r e s s e	Peer Review Group Recommendation	Area Response	Senior Management Group Response
			particular with the leadership of HR, Finance, and Estates.	DCU Library continues to refine its structure to formalise key linkages between for example, the Planning & Admin Unit with HR and Finance.	<p>The Library and HR already enjoy a productive working relationship with engagement occurring at all applicable levels. HR has created a new management role of HR Service Delivery Manager to strengthen the level of engagement and provide enhanced support on both strategic and operational matters.</p> <p>DCU Estates and DCU Library have a well-established and productive working relationship, and Estates welcomes the opportunity for further engagement with DCU Library on the areas identified in the quality enhancement plan.</p> <p>DCU Finance welcomes the opportunity to continue to develop the relationship with the Library, building on the platform that is already in place.</p>
13	P2	A	Leverage the existing links with ECIU and other networks to enhance available Library resources for students and staff.	Noted. DCU Library has reached out to other ECIU libraries and a network is being formed and Terms of Reference agreed. DCU Library values and contributes widely to other networks such as IReL, IUALG and CONUL and benefits from shared expertise and consortial purchasing.	Senior Management welcomes the progress made in this regard, noting the importance of leveraging the broad ECIU network to deliver on our ambition to be a leading European university.

3 Summary of the One Year Plan

YEAR ONE PLAN			
Reference	Action	Timeline	Responsibility
Planning and Effective Management of Resources			
1 - P1 - A	Draft and finalise a new Library strategy in line with the objectives of the new University strategic plan, shortly after the publication of the latter.	Q4 2023	Library LLT
2 - P1 A/U	Undertake a structure workshop and review extant roles and responsibilities in line with newly developed strategy.	Q1 2024	Library LLT
3 - P1 - A/U	Initiate spaces workshop to frame parameters and requirements for more detailed spaces plan.	Q3 2024	Library LLT, Estates
Effectiveness of Activities and Processes			
4 - P1 - A	Draft a Collections Strategy statement and progress Collection Development policies.	Q4 2024	Library LLT
5 - P1 - A	Ensure new procedures are in place to identify, escalate and resolve building and maintenance issues.	Q4 2023	Library PS&O Directorate, DCU Estates
6 - P1 - A/U	Library non pay budget submission now includes a formal meeting with the Director of Finance.	Q3 2023	University Librarian, Director of Finance
Communication and Provision of Information			
7 - P2 - A/U	Undertake a review of the management and presentation of the Library website in light of user needs and delivery of content and services.	Q1 2024	DCU PS&O, DCU Communications & Marketing

YEAR ONE PLAN

Reference	Action	Timeline	Responsibility
8 - P3 - A	Expand on delivery of PG online orientation.	Q3 2024	DCU PS&O/R&T, DCU Communications & Marketing
9 - P2 - A	Library will build on peer led feedback model and convene a dedicated Task and Finish group to increase effectiveness of internal communications.	Q2 2024	Library LLT
Ongoing Quality Enhancement			
10 - P1 - A/U	Awaiting formal commencement of PRD by DCU HR.	TBC	DCU HR
11 - P2 - A	DCU Library will review its existing internal statistics collection and the SCONUL set of statistics and will implement both a KPI approach and a SCONUL contribution on a pilot basis.	Q4 2023	Library LLT
Stakeholder Relationships			
12 - P1 - A/U	Library will engage with key partners in the University, in particular as part of its Strategy implementation.	Ongoing.	Library LLT, Director of Finance, Director of HR, Head of Estates
13 - P2 - A	Library will contribute to the creation of a dedicated ECIU network and participate in the CONUL union catalogue project.	Q3 2024	University Librarian and Library LLT

4 Summary of the Three Year Plan

YEAR THREE PLAN			
Reference	Action	Timeline	Responsibility
Planning and Effective Management of Resources			
3 - P1 - A/U	With SMG agreement, progress spaces reconfiguration/refurbishment in the O'Reilly Library including the renewal of student study and engagement spaces, and staff working areas.	Q3 2024 Phased annually	Library LLT, Estates, Resource Committee
Effectiveness of Activities and Processes			
4 - P1 - A	Articulation of and associated management policies for Collection Development in train and in use.	Q4 2024	Library LLT
6 - P1 - A/U	Annual Library non pay budget submission and formal meeting with the Director of Finance.	Repeating annually	University Librarian, Director of Finance
Communication and Provision of Information			
7 - P2 - A/U	An enhanced and updated website focused on delivery of services, collections and resources will be live and in full operation including comprehensive orientation resources for under and postgraduates.	Q1 2025 Repeating annually as part of ongoing review	DCU PS&O, DCU Communications & Marketing
8 - P3 - A	Post graduate online orientation scoped and included in Action 7.	Q1 2025	DCU PS&O/R&T, DCU Communications & Marketing

YEAR THREE PLAN

Reference	Action	Timeline	Responsibility
Ongoing Quality Enhancement			
10 - P1 - A/U	PRD process embedded within DCU Library.	Repeating annually	Library LLT, DCU HR
11 - P2 - A	DCU Library KPI collection and collation to inform future business actions.	Repeating annually	Library LLT
Stakeholder Relationships			
13 - P2 - A	Library will contribute to the creation of a dedicated ECIU network. Participate in CONUL union catalogue project.	Q4 2024	University Librarian

5 Appendices

5.1 Quality Committee (for the Self-Assessment Report)

- Amanda Halpin, Assistant Librarian, Collections & Digital Services
- Aoife Murphy, Senior Library Assistant, Public Services & Outreach
- Carol Kinsella, Library Attendant, Public Services & Outreach
- Cliona Ni Liathain, Library Assistant, Public Services & Outreach
- Darragh Wilson, Library Assistant, Collections & Digital Services
- Ellen Breen, Associate Director, Research & Teaching
- John McDonough (Chair), University Librarian
- Liam O Dwyer, Assistant Librarian, Special Collections & Archives
- Marie Doyle, Senior Library Assistant, Planning & Administration Unit
- Orla Nic Aodha, Associate Director, Public Services & Outreach
- Ronan Cox, Assistant Librarian, Research & Teaching
- Samantha Groves (Co-coordinator), Assistant Librarian, Planning & Admin Unit
- Shauna McDermott, Assistant Librarian, Public Services & Outreach
- Victoria Smyth, Assistant Librarian, Collections & Digital Services

5.2 Peer Review Group members

- Mr. Masud Khokhar, University Librarian and Keeper of the Brotherton Collection, University of Leeds, (Chair)
- Ms. Ciara McCaffrey, Interim Director, Library & Information Services, University of Limerick
- Ms. Margaret Hayes, Retired professional, Former Dublin City Librarian
- Dr. Ecaterina (Katya) McDonagh, Senior Research Officer, DCU
- Dr. Jean Hughes, Director of Strategic Initiatives, President's Office, DCU
- Mr. Waqar Ahmed, International PhD Communications student, DCU

5.3 Quality Committee (for the Quality Enhancement Plan)

- David Meehan, Associate Director, Special Collections & Archives
- Ellis O'Neill, Assistant Librarian, Public Services & Outreach
- Ellen Breen, Associate Director, Research & Teaching
- John McDonough, University Librarian
- Mary Kiely, Associate Director, Collections & Digital Services
- Orla Nic Aodha, Associate Director, Public Services & Outreach
- Samantha Groves, Assistant Librarian, Planning & Admin Unit

5.4 Prioritised Resource Requirements

Guidelines for Prioritised Resource Requirements: *Prioritised resource requirements are funded through the University's Quality Enhancement Fund which is administered by the Quality Promotion Committee (QPC). The Quality Enhancement Fund is limited, therefore funding proposals should be confined to once-off, short-term projects. Proposals that contain large capital expenditure (e.g. new buildings) or long-term commitments (e.g. staffing) go through the University's Budget Committee.*

Title of project	Library spaces workshop
Reference to Peer Review Group Report	#3
Aim of project	To hold a facilitated interactive workshop with Library staff, student representatives and the wider DCU community to brainstorm and develop planning for O'Reilly Library spaces master plan review and enhancement.
High Level Summary of Activities/ Milestones	Identify key workshop facilitators. Undertake a Library led observational review of the current spaces. Identify and invite relevant stakeholders. Hold relevant workshop sessions. Receive report and associated sketch design for review with Estates. Use the report as the basis for further discussion and phasing of any implementation plan.
Expected impact on quality enhancement in Area and University	The outcome of the workshop will be a report and initial impressions/layout designs and will be used to drive and inform the development of an overarching masterplan for the O'Reilly Building to reconfigure, update and enhance Library spaces for students and staff.
Amount requested and financial summary	€12,000 (ex-VAT) - this is a holding figure for approx 12 days' consultancy and design work based on €1,000 per day as an average rate. Costings will be confirmed following market engagement. We anticipate the costs will relate to two specific actions namely the running of the workshops and the subsequent 'impressions' of the reconfigured spaces.

Title of project	Website Review and recommendation
Reference to Peer Review Group Report	#7

Aim of project	To undertake a user experience review of the current website and make relevant recommendations to improve access to and visibility of Library online collections and services.
High Level Summary of Activities/ Milestones	Receipt of UX report and follow on meetings and discussions to develop an options paper for Library website updating and development.
Expected impact on quality enhancement in Area and University	The outcome of this project will develop a roadmap for Library website redesign, improving the experience for staff and students in engaging with Library online services and collections. It will support and progress DCU digital transformation objectives. It will also positively impact student learning and research activities through improved discoverability and increased usage of online resources, learning supports and services.
Amount requested and financial summary	DCU Library engaged with three suppliers to obtain detailed quotations. The quotes range from €7,000 - €10,300 (all ex-VAT). DCU Library recommendation is to engage a company called Armour to undertake the work at a cost of €7,000. We request €9,500 to cover this project, being €8,610 for the consultancy costs, €300 for purchase and installation of hotjar web monitoring software and the remainder for any incidentals or optional extra work by the web design company.