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Ulster University

Library Services Strategy
2016 – 2021

ULSTER UNIVERSITY

LIBRARY SERVICES STRATEGY 2016-2021

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1. Executive Summary

The previous Library Services Strategy provided a framework to shape the development of the Library Service on improving and developing the range of services and facilities available to users

The Library Service Strategy for 2016-2021 will continue the work of transforming the Library Service and will use innovative and transformational technology where possible and appropriate to deliver services. Service to users will remain at the heart of the Strategy, user expectations and satisfaction levels with access to information resources, services and space will be monitored and assessed on an ongoing basis and will inform the delivery of strategic objectives.

The Library Strategic Plan is structured and aligned to deliver against the Institutional Strategic Plan, SP 5&50. This is a key driver and will influence the development and delivery of library services during the lifecycle of the Strategy.

The transition to a digital library environment in integral to the Strategic Plan. In order for this critical facet of the Strategy to be implemented effectively, a significant cultural shift will be required to enable users to benefit from the opportunities of accessing information resources at a time, place and pace of their choosing in support of flexible modes of learning.

Six strategic priorities have been identified along with three enabling objectives. Together, these will form the key performance areas in which the Library will seek to deliver against in the planning timeframe of 2016 - 2021.

Strategic Priorities

SP1   To enhance the user experience

SP2   To develop the digital library

SP3   To support learning, teaching, research and administration

SP4   To provide support for widening participation and access at regional, national and international levels

SP5   To manage library information resources effectively

SP6   To fully exploit the University's cultural assets of Rare Books, Special Collections and the University Archive

Enabling Objectives

EO1   The optimisation of finance and business intelligence to deliver evidence of value for money and enhance user satisfaction

E02   To develop and optimise the Library's physical and virtual learning spaces as an enabler for all users

E03   To support and develop staff

Each Strategic Priority has a number of supporting objectives aligned to it. The Library Service will operationalise the Strategy through the delivery an annual implementation plan comprising projects derived from the supporting objectives. The Library's Priorities Oversight Group will determine and prioritise the content of the annual implementation plan during the lifecycle of the Strategy and the plan will be submitted to the Library Management Team for formal approval.

The Business Improvement Forum will capture, discuss, document and agree proposals for work on new or improved business processes that will enhance the user experience and/or improve library efficiency. These proposals will be passed to the Library Priorities Oversight Group for further consideration.

The Library is committed to a process of continuous service improvement and will strive to deliver service excellence in a rapidly changing environment.

2. Introduction

This document articulates the direction and broad programme of work that will be undertaken by the Library Service at Ulster over a five-year timeframe, 2016 to 2021. The Library Services Strategy will seek to build upon and continue the process of modernising and transforming the Library Service that was initiated during the life cycle of the previous strategy. The Strategy will continue to be focused on the delivery of a superior user experience through the provision of innovative, sustainable, technology-led, user-focused services for the university community.

The Library is a user-centric, core, overarching professional service with a remit to support all aspects of University life; as such it plays a pivotal role in supporting learning, teaching and research at Ulster and delivering against the aspirations of the institutional strategy. The value of the professional service and expertise delivered by Library staff, coupled with the quality of the information resources, services and space available to users is reflected in both internal and external metrics. For three consecutive years the Library has achieved a year on year increase in NSS scores with a score consistently above sector average. In the NSS survey for 2015-16, the Library achieved a 90% satisfaction rate with resources and services. This external metric makes an important and significant contribution to the positive reputation of the Institution. Library staff continue to avail of opportunities to engage in personal and professional development with the attainment of qualifications such as the PgCHEP award and external professional recognition of their support for learning and teaching via the Higher Education Academy.

3. Context

The external operating environment for Higher Education continues to deliver considerable challenges for the sector as a whole. The requirement to address changes in the sector, not least significant reductions in funding whilst striving to maintain a quality offering of services against this, is being addressed at institutional level at Ulster and includes a review of both the academic and professional services structures. The review will ensure that Ulster can meet and deliver on the challenges that lie ahead with a sustainable offering of information resources, support and services. It is also important to acknowledge the impact of policy changes in the Higher Education sector on the student experience and in particular the changed expectations and perceptions of students in relation to the totality of the student experience. New external challenges are emerging

such as the development of a Teaching Excellence Framework with an increased focus on monitoring and assessing the quality of teaching in Higher Education. In addition, the obligation to meet the requirements of the Research Excellence Framework (REF) in the context of Open Access and Research Data Management will have a significant impact on service delivery. In this context, it is essential that the Library Service engages in horizon-scanning to keep abreast of trends and issues affecting academic libraries, and deliver a proactive, responsive service to all library users.

A new organisational strategy has emerged based around four core priorities:

- Academic excellence
- Global vision
- Civic contribution
- Operational excellence.

The Library is well placed to support and enable these institutional priorities given that the previous Library Services Strategy had focused on service delivery in these key areas which have been identified as core dimensions of Ulster's Institutional Strategy.

The delivery of a quality service to all stakeholders, students, academic and administrative staff and registered external users, is the primary focus of the Library Services Strategy. The revised and updated Strategy will reinforce the leading role that the Library plays in the provision of information resources and services to support excellence in learning, teaching, research and administration across the Institution and in benefiting the wider community. The Library Service will continue to focus on delivering an excellent user experience and exceeding user expectation with access to digital information resources and services alongside the provision of creative, collaborative flexible learning spaces that will meet the needs of the twenty-first century academic library user.

The Library Service makes a significant and valuable contribution to the external reputation of the University and its offering to current and potential students. The Strategy will affirm the Library's lead role in support of the University's strategy, its values and delivering an enhanced student experience at Ulster University.

The Library Services Strategy will align to the institutional strategy and a number of other existing strategies to include:

- The Learning and Teaching Strategy
- Digital Futures Strategy
- Research and Impact Strategy
- Internationalisation Strategy.

The Strategy will also take into consideration a number of broad themes which will impact on library service delivery during the next five years:

- The changing learning landscape

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Final
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- The utilisation and impact of space on learning with particular focus on the provision of collaborative and group study spaces
- The focus on globalization
- Interdisciplinarity in research and teaching.

During the timeframe of the Strategy, the greatest challenge will be planning for the transition to the new campus at Greater Belfast. The delivery of library services in this new environment has influenced the planning and preparation for new models of service delivery to meet current and future user expectations. Library staff are central to the operationalisation of the strategy and as such it is imperative that the Library Service continues to invest in staff training and development to maintain the Library's reputation for excellence in the delivery of service to users.

4. Key Dependencies

Given the centrality of the Library's role in supporting all aspects of academic life at Ulster, the importance of effective partnership, communication and collaboration with internal stakeholders and business partners cannot be overestimated.

A key business relationship exists between the Library Service and the Information Services Department. The Library is wholly dependent on a robust, agile and responsive university-wide Information Technology Strategy to support the delivery of technology-enhanced Library Services and enable the Library Service to achieve its strategic objectives in this respect.

In addition, the Library Service works collaboratively with a wide range of internal business areas to include the International Office, Student Administration, Student Support, Finance, Research and Impact, Physical Resources, Access, Digital and Distributed Learning and Staff Development to support the delivery of a quality service to all users. The Library will also contribute as and when required to the development of new institutional initiatives such as the Student Services Centre.

5. The Library's Vision

To transform the experience of our users through excellence in the provision and development of sustainable library services and resources.

6. The Library's Mission statement

To develop, deliver and sustain library services and resources to support the University in achieving its aims.

7. The Library's Values Statement

The following values statement reflects the core values and standards which shape and define service delivery in the Library at Ulster.

The Library aims to:

- Be **enthusiastic and responsive** to all users through the provision of high-quality personalised services

- Be **committed** to the support of teaching, learning, research and the wider student experience
- Be **innovative** in responding to and shaping the changing information environment to support users
- Be **self-aware and reflective**, seeking continually to improve performance and sustainability
- Commit to the **promotion of equality and diversity**, supporting internationalisation
- Be **enthusiastic** in promoting and sustaining the wider interests of the University
- Demonstrate **professional leadership and creativity** in all areas of work
- Work in **partnership** with colleagues.

8. Guiding Principles

There are a number of guiding principles which embody the Library's values and which will help to drive change and inform future work streams. These are articulated as:

- Embracing change and creating opportunities
- A commitment to service excellence
- Working collaboratively, internally and externally
- Understanding, meeting and exceeding the expectations of users in all aspects of service delivery
- Empowering staff and developing talent
- Recognising the importance of excellent communication
- Celebrating success.

9. The Strategy

By default, the Library Services Strategy is a flexible and agile document which will respond to changes in the internal and wider operating environments as required. An annual review process through Senate will ensure that the Strategy remains fit for purpose, will meet evolving institutional needs and reflects all aspects of wider operational excellence in learning, teaching and research.

10. Strategic Priorities

Building on all of the above, 6 Strategic Priorities have been identified and these will form the key performance areas against which the Library will seek to deliver service in the planning timeframe of 2016/17 – 2020/21.

SP1   To enhance the user experience

SP2   To develop the digital library

SP3   To support learning, teaching, research and administration

SP4   To provide support for widening participation and access at regional, national and international levels

SP5   To manage library information resources effectively

SP6 To protect, develop and utilise the University's cultural assets of Rare Books, Special Collections and the University Archive to the benefit of students, researchers and the broader community.

The following overarching and enabling objectives underpin the delivery of the Strategy:

EO1 The optimisation of financial and business intelligence to deliver evidence of impact and value for money and enhance user satisfaction

EO2 To develop and optimise the Library's physical and virtual learning spaces as an enabler for all users

EO3 To support and develop staff.

Delivering the strategy

Each Strategic Priority has a number of supporting objectives aligned to it. The Library Service will deliver an annual implementation plan comprising projects based on the supporting objectives to operationalise the Strategy. The Library's Priorities Oversight Group will determine and prioritise the content of the annual implementation plan during the lifecycle of the Strategy.

The Business Improvement Forum will capture, discuss, document and agree proposals for work on new or improved business processes that will enhance the user experience and/or improve library efficiency. These proposals will be passed to the Library Priorities Oversight Group for further consideration.

SP1 To enhance the user experience

The Library Service will support **Academic Excellence** and continue to work to deliver a quality user experience through the delivery of services and facilities which stimulate and support learning.

SO1	Further increase the range of self-service options to users to include the availability of a 24/7 enquiry service
SO2	Deliver an enhanced user experience for borrowing and returning library materials with a faster, user-friendly, patron-led self-service approach based on RFID
SO3	Deliver a simplified approach to accessing the Library's electronic resources
SO4	Embed the use of mobile technology to deliver a personalised, flexible service at point of need wherever possible
SO5	Explore the options to deliver a 24/7 Ask a Librarian enquiry service
SO6	Consider options for providing 24/7 library opening at peak demand times
SO7	Explore shared services that would be beneficial for users through greater collaboration with local HE/FE institutions
SO8	Plan for and obtain Customer Service Excellence (CSE) accreditation
S09	Deploy new and emerging technologies such as lecture capture to enable all library users to access library help and support regardless of location

Key success criteria

- The availability of a 24/7 enquiry service
- An increased volume of self-issue loan transactions
- The availability of a simplified access route to authentication for access to eResources
- The delivery of a fully embedded user support service
- The CSE charter mark award
- The development of a range of interactive reusable learning objects to enable equality of access to support and expertise for all library users
- Increased user satisfaction as demonstrated by internal survey metrics such as the LibQUAL+® Lite user perception survey and other relevant surveys
- Increased user satisfaction as demonstrated by external metrics such as the National Student Survey(NSS) score.

Key risks

- Inability to deliver a personalised service to users at point of need
- Deviation from agreed targets in the Benefits Realisation Plan for RFID to optimise self-service activity
- Increased user dissatisfaction with remote access to electronic sources of information
- Lack of investment in mobile technology to support service delivery
- Lack of staff engagement with Customer Service Excellence process

- Inequality of access to services and support for all users regardless of location
- Lack of communication and partnering effectively with users
- Inadequate funding to deliver a Library Service which meets and exceeds user expectation.

SP2 To develop the digital library

The Library Service will support **Academic Excellence** in teaching and research with a progressive approach to providing access to quality sources of information in digital format to accommodate an "anytime, anywhere" approach to information provision.

SO1	Implement the Library's Collection and Information Access Policy (CIAP) to deliver an eFirst approach to collection development to achieve an appropriate balance of print and electronic resources to meet user demand and enhance the user experience through the provision of remote access to an increasing range of information resources
SO2	Prepare a business case with a view to implementing a library-wide transition from print holdings to electronic journal archives where available and appropriate to deliver ease of access to content and support the changing academic profile
SO3	Explore the options available to support an evidence-driven acquisition model for eBook purchasing
SO4	Relaunch and promote an enhanced and sustainable centralised service for the provision of copyright cleared material for students, through purchase or local scanning

Key success criteria

- Evidence of targeted expenditure to increase the availability of information resources in electronic format and enhance the user experience
- Increased range of journal archives available in e format
- Implementation of an evidence-based model for eBook acquisition
- Increased number of eBook and eJournal downloads
- Increased uptake of centralised scanning service.

Key risks

- Library budget not predictable or sufficient to keep pace with increasing demand for resources in electronic format
- Incorrect balance of expenditure on print and eResources
- Inability to obtain additional funding to support the transition from print to eJournal archives where possible
- Supplier failure to meet service level agreements
- Failure to enable library users to select stock on the basis of demand
- Inability to meet demand for eResources due to restrictive models of access offered by external agencies and licensing arrangements
- Low uptake of centralised scanning service by academic staff.

SP3   To support learning, teaching, research and administration

The Library Service will continue to support and promote **Academic Excellence** in teaching and research with a comprehensive plan to deliver continuous service improvement and embed the skills and expertise of Library staff to support excellence in the core areas of teaching and research.

SO1	Collaborate with academic staff to deliver best practice in digital and information literacy skills training taking cognisance of the new learning landscape and embed training into the curriculum to develop Ulster graduates with employability and lifelong learning skills to make a positive contribution to the social, political and economic development of the region
SO2	Collaborate with academic staff to embed Library subject expertise into course planning teams to contribute to the overall quality of the student experience
SO3	Explore opportunities to collaborate with the development and delivery of a range of study skills to support academic achievement
SO4	Develop and promote Rebus: List, the Library's online reading list system, to increase the take-up and use of the service among academic staff and students.
SO5	Ongoing promotion of the Library EDGE activity on developing lifelong information literacy skills to increase take-up by students
SO6	Develop a new model of service delivery to connect researchers to subject expertise and quality sources of information to facilitate the creation of new knowledge
SO7	Engage collaboratively at all levels of the research process to fully embed Library staff into the whole research cycle with specific emphasis on citation analysis, bibliometrics and Open Access
SO8	Harness the expertise of the Subject Librarians to raise the profile and global impact of Institutional research output
SO9	Provide support for the delivery of an agreed suite of bibliometric reports
SO10	Agree and deliver an operational plan to increase the discoverability of library information resources via USearch, the Library's Resource Discovery Service, as a transition to a full library discovery service
SO11	Migrate to the new RefWorks bibliographic management platform and manage the transition for users through an effective training and communications plan
SO12	Partner with the Student's Union to review and deliver new channels of communication to collaborate on service development and capture feedback on performance

Key success criteria

- Increased uptake for digital and information literacy skills training
- Integration of Library staff into course planning and development teams as a standard of good practice where appropriate
- Scoping for the development and delivery of a range of support for Study Skills
- Availability of a current online reading list for 90% of active modules
- Delivery of a refreshed and enhanced training and development programme to be delivered via the Researcher Development programme

- Library Service and expertise embedded in the whole research life cycle
- Increased user satisfaction as evidenced through the results of the internal annual Postgraduate Research Experience Survey (PRES)
- Successful transition to and adoption of the upgraded version of Refworks
- Development of a revised model to partner with the student body to capture regular feedback and collaborate to deliver service improvements
- Successful implementation of an operational plan to obtain CSE accreditation.

Key risks

- Poor promotion and awareness raising of the digital and information literacy skills programme
- Mismatch between the Library and institutional pedagogies in the context of digital and information literacy skills training
- Lack of recognition of the skills and expertise of Library staff in the research lifecycle
- Absence of a refreshed and engaging Researcher Development programme
- Inability to support key elements of the Research and Impact Strategy to raise the profile of research output at Ulster
- Failure to recognise the Library Service as an essential element of the overall quality of the student experience at Ulster
- Low staff engagement with the CSE process
- Ineffective partnership with the student body to enhance service delivery
- Low uptake of Rebus: List as a core library service to support retention and enhance the user experience
- Slow implementation of the upgraded version of Refworks for the benefit of Library users.

SP4   To provide support for widening participation and access at regional, national and international levels

The Library will continue to deliver services to build partnerships at local, national and international level to support the institution's strategic **Global Vision and Civic Contribution** and continue to develop the Library's commitment to user support and engagement.

SO1	Further develop Library support for International students in the context of the Institution's aim to increase recruitment in this strategic area
SO2	Further develop Library support for institutional initiatives/programmes to widen participation in HE in collaboration with other internal stakeholders
SO3	Review current arrangements and identify opportunities for collaboration with external partners to support widening access and encourage participation and lifelong learning opportunities
SO4	Support collaborative provision through the quality assurance of Library provision in Partner Institutions and QHAE

Key success criteria

- Delivery of an enhanced suite of services to support international students
- Development of new partnership arrangements where appropriate and enhance existing partnerships to support widening access and participation in Higher Education
- Availability of a fit for purpose library service in all Partner Institutions and QAHE.

Key risks

- Mismatch between user requirements and access to library services to enable flexible, any time, any place, anywhere approach to learning regardless of location
- Lack of engagement with internal and external partners to support widening access arrangements and facilitate lifelong learning opportunities
- Unacceptable levels of Library provision at Partner Institutions which may impact the student experience in Partner Institutions.

SP5 To manage Library information resources effectively

Operational Excellence will be supported through the following objectives:

SO1	Investigate the cost implications of implementing a single classification scheme across all campus libraries to maximise the concept of "One Library Service", to enhance access to resources and improve the user experience
SO2	Develop a Library Marketing Strategy and associated implementation plan to ensure that library resources both physical and virtual are promoted to all user groups and usage is optimised
SO3	Introduce Resource Description and Access (RDA) as a standard for cataloguing of resources and as an aid to enhance resource discovery
SO4	Review and deliver a revised suite of performance metrics and systematically collect the data necessary to enable timely communication to stakeholders on outcomes and value for money

Key success criteria

- Implementation of a single classification scheme to deliver a unified, consistent library experience
- Development of a Library Marketing Strategy and associated action plan with key milestones for delivery and achievement of objectives
- RDA embedded as a standard for item description
- Development of an agreed suite of metrics to facilitate monitoring and reporting on progress towards strategic objectives.

Key risks

- Insufficient financial resource to improve the student experience with a consistent approach to classification and discovery of print resources
- Ineffective marketing of library services and support to stakeholders to demonstrate the value of the Library Service to the Institution
- The absence of an appropriate suite of metrics to provide evidence of delivering against the objectives of the Library Services Strategy as an enabler of PS 5&50.

SP6   To protect: develop and utilise the University's cultural assets of Rare Books, Special Collections and the University Archive to the benefit of students, researchers and the broader community

The Library will continue to proactively develop its **Civic Contribution and engagement** through the promotion of its Rare Books and Special Collections to stimulate creativity and contribute to the social and cultural life of the communities in which they are located.

SO1	To collect, select, preserve and make accessible the archival records of the University
SO2	To integrate knowledge of Special Collections into the curriculum where relevant and appropriate
SO3	Develop partnerships and collaborate with other Libraries and cultural organisations at national level to promote Ulster's unique and Special Collections to the widest possible audience
SO4	Avail of national collaborative opportunities to digitise content from the Special and Rare Books collections
SO5	Promote civic and community engagement with Special Collections by improving exhibition and engagement facilities and through developing exhibition programmes which highlight collection strengths and attract new users.

Key success criteria

- Availability of a public record of the content of the University Archive
- Collaboration with external bodies such as the Consortium of National and University Libraries in Ireland (CONUL) to raise awareness of and maximise the public value of the Institutions's cultural assets in the wider academic community and cultural sector
- Increased access to content of collections in digital format.

Key risks

- Insufficient access to the content of the University Archive to raise the impact and the value of the Archive
- Inadequate staff resource and skill to promote the social and cultural value of the Rare Books and Special Collections to stimulate creativity and the development of new knowledge
- Absence of national above service initiatives such as the development of national digital library collections.

EO1 **The optimisation of financial and business intelligence to deliver evidence of value for money and enhance user satisfaction**

The Library Service will seek to deliver **Operational Excellence and financial sustainability** through informed business decision making aligned with strategic objectives to deliver value and impact.

SO1	To review all Library business processes with a view to delivering a "one Library" approach to achieve efficiencies, deliver value for money and provide a seamless service to all users
SO2	To develop a Library data dashboard/infograph for core statistics to support decision making and illustrate the value of services and resources
SO3	To utilise strategic data to demonstrate and market the value of the Library, its resources, services and support, to the University
SO4	To deliver Key Performance Indicators based on the revised Strategy and associated operational plans

Key success criteria

- Development of a set of standard operational procedures to deliver a consistent experience for all library users
- Development of a dashboard to provide ease of access to core data for business purposes
- Deployment of data to demonstrate the value and impact of the library service to the institution
- Development of a revised set of KPIs consistent with and linked to the output of the Library Services Strategy.

Key risks

- Inappropriate allocation of Library resources, staff and financial, to meet business need
- Lack of an appropriate suite of core metrics to demonstrate the value and impact of resources and services
- Lack of an appropriate suite of KPIs to provide transparency around expected levels of service for all users
- Inadequate business processes and standard operational procedures to support a "One Library Culture".

EO2   To develop and optimise the Library's physical and virtual learning spaces

The Library Service will seek to deliver **Operational Excellence** through the development of enhanced, supportive physical and digital learning environments which enable active and collaborative learning.

SO1	Plan and deliver a next generation learning space in the Library at Greater Belfast Development which will meet and exceed the expectations of users
SO2	Collaborate with stakeholders to seek opportunities to build on examples of best practice and repurpose space in the Coleraine and Magee libraries to deliver staff-supported, technology-enabled informal, flexible active and collaborative learning spaces consistent with the vision for an integrated learning environment at Ulster
SO3	Deliver an enhanced, engaging and interactive virtual library space on the VLE with equality of access to all services, resources and staff expertise
SO4	Deliver an operational plan to maximise the opportunities for reconfiguration of space presented with the connectivity of the new teaching block and the Library at the Magee campus

Key success criteria

- Delivery of an engaging, supportive, modern, fit-for purpose technology-enhanced Library space at GBD
- Reconfiguration of existing library space to deliver a range of learning spaces to support informal collaborative and active learning
- Delivery of an engaging, interactive virtual Library space on the VLE
- Increased levels of user satisfaction with library space as evidenced through LibQUAL+® and other internal surveys.

Key risks

- Inability to meet user expectation at GBD
- Lack of financial resource to deliver library spaces to support and promote active and collaborative learning in all campus libraries
- User dissatisfaction with Library space
- Inequality of access to services and facilities in the Library's virtual and physical space
- Inability to capitalise on the opportunities presented with the connectivity of the new teaching block and the Library to reconfigure space to meet changing pedagogic requirements and deliver an enhanced service to users.

EO3   To develop and support staff

The Library Service will deliver **Operational Excellence** in the context of investment in its staff resource to build capacity and competency to maintain service excellence in a rapidly changing environment.

SO1	Deliver an agile, flexible staff structure to support the changing institutional profile, align staff with areas of strategic growth and deliver opportunities for cross-functional and inter-disciplinary working
SO2	Implement a revised service delivery model to meet current user need and further enhance the library service ethos and reputation
SO3	Further develop and facilitate the Library CPPD Sub Group to provide developmental opportunities aligned to delivering the Strategy to enable all staff to acquire the skills to support users effectively in a rapidly changing technology – rich environment
SO4	Support staff through the organisational and Library change management process
SO5	Embed solutions focused coaching as an enabling tool to develop leadership and management capability within the Library Service

Key success criteria

- Implementation of a revised staff structure to meet the changing needs of the institution
- Increased numbers of staff engaging with developmental opportunities in the context of ownership of the Library Services Strategy and contributing to its success
- Delivery of opportunities to support the management of change
- Increased number of managers participating in and utilizing coaching as a developmental tool.

Key risks

- Inability to deliver a staff structure to meet University and Library requirements in a timely manner
- Lack of staff engagement and support for a new structure
- Inadequate support for staff during the transition phase to GBD
- Inability to provide an appropriately skilled staff resource to deliver a quality service in a technology-enhanced environment
- Lack of succession planning and leadership development.

11. Funding the strategy

The Library Service at Ulster is dependent on central university funding for its income. The most recent figures available via SCONUL show that the Library was funded to the value of 3.6% of total institutional expenditure in 2015-16, which is comparable to Libraries of similar size and structure with which Ulster is benchmarked. Central funding represents 97% of total Library income, the remainder is largely accrued through fines income and donations from the Ulster Fund.

In order to deliver on its strategic objectives, it is incumbent upon the Library Service to ensure that spending is aligned to strategic objectives. A particular focus going forward will be delivering a shift in the balance of expenditure from lesser used print resources towards enhancing and developing the range of provision of information in electronic format.

Appendix A

Key deliverables from the Library Services Strategy 2012/13-2015/16

The Library Services Strategy (2012/13 – 2015/16) emerged following a period of organisational restructuring and was developed to provide direction for the Library Service in order to position the service to meet and exceed the expectations of users in terms of the services, information resources and the support required to underpin learning, teaching and research in a rapidly changing information environment.

The institutional aspiration to deliver a modern digitally-enabled campus at GBD required the development of a Library Strategy with a focus to accelerate the development of electronic access to services and effect a strategic shift towards the increased delivery of information in electronic formats to support a flexible, anytime anywhere approach to learning and research.

Whilst the strategy was time-limited, the deliverables were intended to position the Library Service to meet current institutional needs and future-proof the Library Service at Ulster well into the next decade and beyond.

Over the timeframe of the Strategy, user satisfaction with the Library Service has increased year on year with the National Student Survey (NSS) score for the Library rising from 88% in the 2012-13 academic year to 90% in the 2015-16 academic year, this is well above the sector average of 87%.

The implementation of the LibQUAL+® Lite user perception survey in 2013 indicated that overall, satisfaction with the library service is at its highest level since the survey was first implemented in 2005. The Library achieved a mean score of 7.4 out of 9 in terms of general satisfaction with the Service.

Services to users

A significant number of new and improved library services have been introduced to deliver an enhanced and enriched user experience of the Library Service. Key Performance Indicators measure the effectiveness of key aspects of service delivery in core business areas to ensure that the Library is meeting and exceeding its objectives in terms of service delivery to users.

The high standards of service that users can expect from the Library Service are clearly articulated in the revised and updated Library Services Charter which was approved in 2016.

The following provides a synopsis of the new and improved services that have been introduced during the lifecycle of the Strategy.

- The Introduction of LibGuides, a new, multi-media approach to help users to identify the best information resources to support their subject area
- An updated Library Catalogue with a google-like approach to finding books and other items held in the Library
- A refreshed and updated Library Home Page to provide ease of access to core Library resources and Services

- The introduction of USearch, a Resource Discovery Service to aid the discovery of, and promote access to the quality sources of information provided by the Library Service
- The introduction of LibHelp, a virtual enquiry service to provide answers to frequently asked questions and deliver faster resolution to user queries and problems
- The introduction of ePayments for Library charges as a response to customer demand
- The introduction of an enhanced Document Delivery Service to provide a personalised service to users with the facility to request a book or journal article online along with the delivery of journal articles to the user's desktop using SED
- A pilot Laptop Lending Service
- Electronic booking of Group Study Rooms
- The implementation of Radio Frequency IDentification (RFID) for stock circulation and management to deliver an enhanced self-service facility to users.

Support for Learning, teaching and research

During the lifetime of the current strategy the Library Service has taken the opportunity to raise the profile of the support it provides to all users in the core business area of support for learning, teaching and research through its wide-ranging programme of Information Skills training and development which encompasses all ranges of skills from Induction to research level.

- An Information Literacy Strategy and associated operational plan has been delivered to ensure that all users have the opportunity to develop the lifelong learning and employability and research skills offered through this programme
- The development of an activity based on information literacy skills to offer official recognition of these core skills through the EDGE Award as a means of potentially enhancing student employability.

The Library has also worked in partnership with the Research Office to review and reprofile the service it offers to research active staff and students. New and enhanced services offered by the Library include:

- The development of a Libguide to support Open Access
- The development of business processes to accommodate the payment of APCs for RCUK funded research.
- The harnessing of subject expertise to assign metadata to content in the UIR to raise the profile and impact of research output at Ulster
- The delivery of bibliometric analysis to support research excellence at Ulster.

Staff Development

An overarching and enabling objective of the 2012/13-2015/16 strategy was to develop the capability of staff at all levels to support service development and enhance the quality of service delivery to users. The CPPD Sub Group of the Library Management Team took the lead on developing this aspect of the Strategy with a holistic approach to identifying the training needs of Library staff.

In summary:

- Training matrices for all grades of staff have been developed which identify the core competencies required for each grade
- An innovative Self-Directed Achievement programme was made available and branded locally as "It's All About Me". Staff ownership of personal development needs was encouraged and has been widely embraced through this programme
- Staff working in supervisory roles were invited to participate in cross-campus training initiatives to facilitate the sharing of good practice and encourage consistency of service delivery
- Customer Service Excellence training was delivered to all front-facing staff
- High levels of staff engagement were noted with courses offered by Staff Development to include, Fast Coaching, PgCHEP, and Step Up To Management
- High levels of engagement of senior staff with CHERP to develop professional practice
- Distance learning courses were used for skills development in the business areas of Archives and Rare Books curation.

The Digital Library

In keeping with the Library's strategic objective to accelerate the development of the digital library, a wide range of initiatives has been progressed as follows:

- The Library's Collection and Information Access Policy has been revised to adopt an eFirst approach to information provision
- Revised internal budget management processes have been established to prioritise the purchase of eBooks where available
- An extensive review of print journal archives is ongoing to replace print with electronic access where possible.

Library Space

The most significant achievement in the context of space management is evidenced in the relocation of the Library Service at the Belfast campus to a temporary space in Block BB. This represents the successful completion of phase 1 of the Library transition to GBD.

The concept of space as a service has been adopted and feedback from the LibQUAL+® Lite survey addressed as follows:

- the availability of Group Study Rooms was profiled on the Library Home Page and e booking is now available
- Technology in a number of Group Study Rooms was upgraded to provide access to plasma screens to support BYOD
- Enhanced study spaces were provided in the Library at Jordanstown with additional power and networked pcs made available in the Silent Study room
- Additional silent individual study spaces were made available in the Short Loan Room at Jordanstown
- The use of space was clearly identified with zoning.

Special Collections

In order to develop and promote the Library's Rare Books and Special Collections and raise the profile of these valuable collections both internally and externally, a range of measures has been initiated:

- A Special Collections Strategy has been developed to support the strategic aim of maximising the impact of these valuable cultural assets
- A Libguide to promote the collections is available at:
  http://guides.library.ulster.ac.uk/specialcollections
- A number of exhibitions has been curated to raise the profile of specific collections and in particular to celebrate the 150th anniversary of the Magee campus
- A generous award from the Garfield Weston Foundation enabled the publication of a booklet entitled *The Irish Collection in the Magee Library of Ulster University.* This booklet promotes the content of this unique collection.