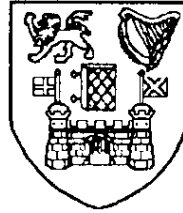


Trinity College Dublin



Provost's Report to Board on the Review of the Trinity College Library

April 2013

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1. Introduction

This report presents the outcome of a quality review of the Library at Trinity College Dublin. An external peer review visitation was undertaken from the 12th – 14th December 2012 by Ms. Elizabeth Chapman, London School of Economics, Dr. Sarah E. Thomas, University of Oxford, and Mr. John Fitzgerald, University College Cork. The internal facilitator was Dr Aileen Douglas, Trinity College Dublin.

This report is based on (i) feedback from the External Reviewers received on the 18th February 2013, (ii) a submission from the Acting Librarian received on the 1st March 2013 and (iii) a submission from the Chief Operating Officer (COO) received on the 27th March 2013.

The main purpose of the review is (a) to provide a structured opportunity for the area to reflect on its activities and plans for development, while benefiting from a constructive commentary by senior colleagues external to College; and (b) to ensure that quality and standards in administration, management and service provision are being maintained and enhanced and that areas of concern in this regard are identified and addressed.

2. Overview of the Area

2.1 Structure & Function

The Library's vision is *'to provide Library services, facilities and resources to the highest standards in support of scholarship within the College community; to foster national and international research on its collections; to share its resources as widely as possible and to confirm its position as one of the great libraries of the world in line with the College's strategic mission.'*

The Library's vision facilitates its mission *'to develop and deliver a portfolio of Library services, resources and facilities in response to the learning and research needs of the Trinity College community, through the acquisition of the widest possible range of information resources; the preservation and care of its collections for future scholarship; the maintenance of its role as a Legal Deposit Library; the development of innovative services to enhance learning and the provision of access to the wealth of its collections.'*

The Library is currently an Administrative & Support Area of College with the Librarian reporting to the Chief Operating Officer and a member of the College's Senior Administration Management Group. With the implementation of the START, presently in progress, the Library will be realigned as part of the Academic Services under the remit of the Vice-Provost/Chief Academic Officer.

The Library comprises the following divisions, teams and units:

Librarian's Office

The Librarian's Office comprises 5 full-time equivalent staff providing the administrative support for the Library's accounts and human resources functions. It also provides oversight and direction to the Library as a whole in line with the institutional strategy.

Collection Management

The Collection Management Division, which is headed by a Keeper, has a staffing complement of 33 and is responsible for collection development, acquisitions, cataloguing, serials management, and the processing of legal deposit material within the Library.

Preservation and Conservation Division

The Preservation and Conservation Division, which is headed by a Keeper, is responsible for the treatment and care of all of the Library's collections. It has a complement of 9 full-time equivalent staff, a Heritage Council intern and a Ph.D. student.

Readers' Services Division

The Readers' Services Division is the largest of the Library's Divisions and serves the students and staff of the College, along with external readers using the Library's resources and services. Readers' Services has a complement of 67 staff and is headed by a Keeper. Readers' Services includes the newly created Digital Systems and Services Section which is headed by the Sub-Librarian for Digital Systems and Services, has a team of staff who manage and develop digital library services and a digital library infrastructure to support current and future teaching and research needs of staff and students.

Research Collections Division

The Research Collections Division is responsible for collections of manuscripts and archives, early printed books and special collections such as maps and music. It has a complement of 15.5 full-time equivalent staff, is divided into four departments and is headed by the Head of Research Collections & Keeper of Manuscripts.

Research Information Systems and Services

An important part of the role of the Library is to capture and preserve the intellectual outputs of the university and to support the discovery of, and continued access to, those outputs. The Library's Research Information Systems and Services include a team of programmer/analyst and content specialists under the Programme Manager, Research Informatics, who work towards this end. In partnership with Trinity Research and Innovation and with Management Information Systems in IS Services, the Library provides the College community with services which support individual researchers, schools, research centres and research administration.

Visitor Services

The Visitor Services team comprises 22 full-time staff including the Visitor Services Manager and a team of Library Guards, the Library Shop & College Merchandising Manager and a team of Shop Assistants. Together they provide service to the tourists who come to visit the Book of Kells, the exhibition spaces and the Long Room.

Library Guards

The team of 11 full-time equivalent Library Guards, reporting to the Chief Library Guard, is responsible for the provision of reading room security of the Berkeley/Lecky/Ussher Libraries complex and the Hamilton Library. They provide fixed point identity checks and Reading Room monitoring and are an integral part of the library team as the 'first point of contact' for our readers.

2.2 Staffing

There is a total of 163.5 full-time equivalent staff delivering the three primary roles: (1) University Library to the members of the Trinity College community; (2) Legal Deposit Library and a research Library of 'last resort'; (3) Tourist attraction for the Book of Kells and the Long Room.

2.3 Accommodation and Facilities (Physical Resources)

The Library and its collections comprise: the Berkeley/Lecky/Ussher libraries complex; the Hamilton Science and Engineering Library; the John Stearne Medical Library at St. James' Hospital; the Old Library; and the Santry Book Repository.

3. Reviewers' Recommendations

The Reviewers make the following key recommendations:

1. There should be no delay in recruiting and appointing a new Librarian with the new reporting line to the Vice-Provost /Chief Academic Officer.
2. The Legal Deposit Review must be conducted with great care, reflecting the many centuries of investment in the programme. The Chair of the LIPC should be part of the Review Group.
3. Communications between the Library and its users and amongst its own staff need review and refreshment. This can best be done where communication is acknowledged as being two-way from the top of the institution.
4. Recommendations from the START Report should be made open and clear to the Library staff and any changes worked on cooperatively according to an agreed schedule.
5. The new commercialization strategy should first acknowledge that income currently derived from Library activity and assets which is supporting essential library services such as digitisation and conservation needs to be replaced with a new budget line and that the Library should have the opportunity to bid for extra funds from commercial activity to support its service development.
6. The new Librarian should work with Library staff and the rest of the College community to work towards a new strategic plan for the Library which overtly fits with that of the College.
7. The Library needs to expand its pool of financial resources to support the building of collections, access, conservation, and storage. Sources of funding should be sought from the Government for Legal Deposit; increased fundraising for all parts of the Library, not just capital development should be pursued.
8. Library materials storage issues have been on the agenda for a considerable time and need urgent resolution.

4. Provost's Recommendations to Board

In light of the Review Report and the responses from the Acting Librarian and the Chief Operating Officer (COO), it is recommended that:

1. The Librarian working closely with the Chief Operating Officer and other relevant College Officers, should consider the detailed recommendations of the Review Report and draw up an implementation plan¹ for Board approval.
2. The Librarian working closely with the relevant Officers and other stakeholders publishes a Strategic Plan for the Library, which will be reviewed, approved and implemented as part of the START programme.
3. Consideration should be given to identify philanthropic opportunities in order to support and expand the Library's operations and acquisitions, and the Librarian should work closely with Trinity Foundation in this regard.
4. The Librarian should also focus on the high priority recommendations regarding review of the Legal Deposit role, communications within the Library – particularly in relation to the implications of START, income generation and storage issues.

¹ See Procedures and Protocol for Quality Review of Administration and Support Services 2011/12 at http://www.tcd.ie/vpcao/quality/assets/pdf/Procedures_and_Protocol_for_Quality_Reviews_of_Administrative_and_Service_Areas.pdf

5. Reviewers' Report

Quality Review of Trinity College Dublin Library

February 2013

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Acknowledgements

The Reviewers would like to thank all those who took the time to meet with us and those who prepared and sent information prior to the Review. We also acknowledge outstanding support from Trinity College Quality Office.

A list of the Reviewers' meetings is added as an appendix by the Trinity College Quality Office.

E.A.Chapman 15/01/13 on behalf of the reviewers
Report revised following comments from TCD 13/02/13

1. Introduction/Executive Summary

1.1 Introduction

The relatively recent election of a new Provost is clearly providing a platform for change at Trinity College Dublin. With the imminent appointment of a new Librarian to manage TCD's world-class library, there is an opportunity for the TCD Library to more pro-actively support both research and the student experience at Trinity. The Review Team were gratified to be given the opportunity to review the Library Service at such a critical time in its history and are pleased to provide here a report and recommendations which they consider will be helpful as the Library sets a new strategy to support that of the College. The last 10 years have seen interesting and exciting developments for the Library. There has been an increased expectation on availability of anytime, any-place access for research information. Students have become more consciously consumers of university services. The fiscal environment has become markedly more difficult. Clearly, there is now a need for new leadership to provide the best possible library service for TCD in the 21st Century.

1.2 Executive Summary

The TCD Library is entering a new phase in its development. Significant change in leadership offers opportunities for the Library to take new strategic directions and to devise new approaches to a range of its processes, functions and roles. Organisational change across the College is prompting the need to redefine and re-assert the role of the Librarian and the Library and this is being fully and positively embraced by all concerned. The challenging fiscal situation is in turn placing a focus on the Library's highly successful income generation function. This is raising issues around the role and value of the Library's outstanding heritage collections and their associated services. The fiscal issues must be managed extremely carefully to ensure that the Library can continue to support not just effective but *excellent* education and research at TCD. Technological change is impacting across the Library, from circulation services to digitisation strategy, calling for careful analysis and judgement, and close liaison with readers and academic staff in defining new strategies. The Library's Legal Deposit role is evolving into the Digital Age and is undergoing review, the outcome of which will necessarily have a significant effect on the new Library Strategy and the future shape of the Library, its organisation, collections, and services. TCD's Legal Deposit role must also be managed with the maximum of care and consultation; and the attendant issues of space, storage, and master planning must be integrated into thinking and planning at the highest level of the College. And not least, there is a need for open and comprehensive communication among all stakeholders in order to meet all of these challenges successfully.

1.3 This report makes many recommendations, however a selected number of top-level recommendations have been set out in Section 9. These seek broadly to endorse the centrality of the Library in the College and nationally, and they assert the need for active and prudent change-management on the part of all stakeholders at this time of transition and change.

1.4 The Review Group is of the view that all of the staff and students of TCD are fully committed to meeting these challenges and are broadly moving in the right direction in order to retain and enhance the distinctiveness and excellence of the Library's services and its reputation.

2. Organisational Structure and Reporting Lines

2.1 The Library's organisational design follows a relatively conventional model, with the main functional areas headed by a Keeper, assisted in some cases by one or more Sub-Librarians. It is noted from a recently advertised post that the Sub-Librarian role is still favoured. While on balance somewhat hierarchical in nature, and therefore demanding of high standards in communication to ensure dissemination of decisions and other relevant information, the structure does facilitate effectively the management of the broad range and scale of functions that characterise the Library. There are plans to develop more fit for purpose structures in the Readers Services' and Collection Management areas. These proposed changes should be implemented without delay. The new Librarian should review the overall organisational model to determine its effectiveness in delivering their vision for the Library.

2.2 Vacancies arising at any level, but particularly at senior management, should be carefully reviewed and a clear rationale communicated to all staff whether the decision taken is to make a new appointment or to suppress the post. It is noted that one key Keeper post is vacant currently due to retirement. The status of this post requires clarification as to whether it has been abolished or suppressed pending resources being available in the future. Consideration should be given to seeking to fund key appointments from philanthropic sources, particularly in the Early Printed Books and Special Collections.

2.3 The positioning of the post of Librarian in the institution's organogram is critical in enabling the Library to meet its strategic objectives. The Library has reported to the Chief Operating Officer, and the Library has been part of a family of administrative areas including Estates, HR, and Budget and Planning. This has provided useful contacts and a strong focus on accountability and efficiency. There is some evidence that this organisational relationship has had the effect of weakening the alignment with academic interests, and consequently we welcome

the decision to realign the Library with the academic side of TCD, with the Librarian reporting to the Vice Provost, CAO. This revised reporting line must be in place at the latest in time for recruitment of the new Librarian. The relation of Librarian to the proposed CIO role also needs to be clarified well in advance of appointment of the Librarian. We note that TCD does not plan to converge Library and IT Services and therefore recommend that the Librarian does not report to the CIO and remains at least on par with the CIO, as far as grade is concerned, so as to ensure the necessary parity of these key roles and their functional areas.

2.4 The post of Deputy Librarian is a critical one in an organisation of the scale and breath of TCD Library and an institution of the calibre and ambition of TCD. There was much praise during the course of the review for the current Deputy Librarian, and in particular for her ability to manage difficult human resource issues and for her ability to communicate effectively with Library staff and TCD administrators.

2.5 The Librarian's presence on Council as an *ex officio* member is noted and this should be retained. The Librarian should also attend the Executive Management Group at least once a term. S/he should present to this group on the Library's Strategic Plan and its delivery once per academic year. Linkages with the Administrative Officers should also be retained through existing and new formalised contacts. In particular, there needs to be regular formal contact established with the Director of Buildings and the Director of Human Resources involving both the Librarian and the Deputy Librarian.

2.6 The University has over the years supported the growth and retention of libraries at a number of academic units, where the collections are managed by the units themselves and sometimes include material acquired by the University Library, including through legal deposit. This practice should be kept under review to ensure that the individual arrangements are effective in supporting users, and in terms of any possible financial and service advantages to moving the collections into the main University Library. The Library should lead in providing a clearer and more strategic direction for the future of these collections.

2.7 The START Report represents a very extensive and thorough review of administrative structures and organisational practices at the College. There is concern amongst Library staff and readers, and some academic staff, that the status of the recommendations affecting the Library is not clear. There is not as yet a sequence for implementation and some of the recommendations clearly require further elaboration in advance of being implemented successfully. Of primary concern is the recommendation to move responsibility for commercialisation of some Library operations into a new senior office. While the rationale for this change

is compelling and it should yield increased income to the University, these benefits need to be communicated in more detail to Library staff, and staff need to be assured of their continued role in managing and safeguarding collections in this revised context. In addition, the mechanism for repatriating income generated from commercial activities back to the Library requires further definition – which should involve the Librarian.

3. Resources

Staff Composition

3.1 While the review process did not allow for detailed examination and analysis of staffing activities, the Review Group found no evidence to suggest that the library is overstaffed in any one or more areas, or that processes and procedures involving staff require radical overhaul. However, it is clear that in some areas, there is a distinct lack of staff, caused by retirements and resignations. It is recommended that greater use be made of agreed systems of staff redeployment across the main functional areas, in particular to ensure that critical services and processes are maintained. There was strong evidence that staff at all levels recognise this growing problem and would be supportive of steps to address it. It is recognised that staff shortages in technical and specialist areas, such as Early Printed Books, Manuscripts, Conservation, and Digital Systems & Services, may be more difficult to address in this manner. It is recommended that an overall staffing plan be developed which takes account of service and development requirements, provides for succession in key areas, and identifies the training and recruitment measures needed to maintain professional expertise in the areas identified. Particular focus should be placed on the Assistant Librarian cohort of staff to ensure that they can become more mobile and available to support a plan of this nature.

Staff Training & Development

3.2 The Review Group found that responsibility for Staff Training & Development (ST&D) at TCD resides at departmental level, rather than with the central HR function. The Library operates an active ST&D programme which integrates very successfully with the all-Ireland consortium, the ANLTC (Academic & National Library Training Consortium). Given the likely continued reduction in staff numbers due to external economic factors, it will be even more important to ensure that the Library's ST&D Plan meets the need for staff at all levels to acquire new skills and develop their ability to adapt to changing roles as library services, structures, and priorities change. In many libraries of Trinity's scale, responsibility for ST&D and staff administration is often assigned to a designated role. While resources may not allow for this approach to be adopted at present, it is recommended that ST&D be afforded high priority under the direction of the Deputy Librarian and integrated with the administration of other staffing matters.

Physical Facilities/Infrastructure

3.3 Trinity's stock of library and library-related buildings is significant. The iconic Old Library with its world-renowned Long Room offers rich opportunity for promotion and branding of not only the Library but also the University. Many of the modern buildings are important architecturally and all of this, together with the distributed nature of the library estate, presents considerable estate maintenance and management challenges. Efforts to integrate and link buildings have been impressive. It is noted that there are plans by the Bursar's Office to develop a complete physical master plan for the University. A distinct master plan is also required for the Library in order to quantify and present the scale and cost of the operation in estate terms, and to enable coherent and ambitious development into the future. Opportunities provided by existing and expected funding to develop the Visitor's Centre would be best exploited in the context of a master plan for the entire Library. There is a sense that the ambition for the Visitor's Centre is unnecessarily constrained by site considerations and other perceived restraints which may become less so in the context of an informed plan for the entire service.

3.4 While the high comparative cost of maintaining the condition of Trinity's library buildings is acknowledged, there appears to be inadequate communication between the Library and the Office of the Director of Buildings. A simple but robust system for fault and repair reporting and monitoring should be established, supplemented by regular formal contact by senior officers of both services.

3.5 The challenges posed by the increasing expansion of the physical library collections are well known and fully appreciated in all quarters of the College. The strategy of utilising both College-owned and commercial offsite storage has worked well. As there is no longer any further physical capacity available, use of additional commercially-provided storage has been required. However, these services incur increased cost and split the collection into further locations, with adverse effects on service to readers. The Library is to be commended for working in collaboration with two other local large research libraries in developing a collaborative solution to the collective storage problem facing these institutions. However, it is recommended that the College continue to pursue in parallel an independent solution given the high overall capital cost of the collaborative option.

Financial Resources

3.6 The budget assigned to the Library at Trinity is modest by international standards and as such demands careful and resourceful management at all levels. While the UK Legal Deposit status does reduce the cost of acquisition of materials (i.e. books and journals), this role also brings with it significant operational expenses which are not at present adequately provided for in targeted exchequer funding to

the College. Indeed it is clear that TCD Library is seen by other university librarians as a national resource, although there is no model whereby other institutions could provide financial contributions to support the TCD Legal Deposit role. Given its preeminent position as the largest research library on the island of Ireland, the College should consider how the TCD Library could assume a more active leadership position and in doing so benefit from financial support from other educational and cultural institutions.

3.7 It is clear from interviews with academic staff in particular that there are severe constraints to funding of journal subscriptions. This is despite the Library's participation in the Irish Government-funded IReL Irish Universities' eJournals Consortium. It is noted that some academic units would be prepared to pay money towards their library subscription and this should be actively encouraged and explored by the Library.

3.8 Library staff pay costs are high by relative international standards, due to the nature of Irish public service pay scales, and as money available for non-pay activities declines, the proportion of overall library costs devoted to pay will increase to a point that is high in comparison to other international comparator libraries. As a result, and when current Employment Control Framework and Croke Park arrangements are factored in, there is diminishing flexibility to achieve savings without adversely affecting library subscriptions and book budgets.

3.9 On the positive side, however, TCD Library does have the distinct and enviable advantage of a successful track record in generating considerable income to support library operations, services and new developments. It will be very important that the START plans around commercialisation recognise both the potential for income generation and the critical need to properly sustain the Library's operations and its acquisitions. The appointment of a designated person to assist in fundraising for the Library is to be welcomed and there is clear evidence that this post is connected to and fully supported by the Trinity Foundation.

4. Systems and processes

4.1 Existing Business Processes

The Library Review did not encompass detailed assessment of existing business processes, but instead focussed on high level and strategic issues. When the new librarian assumes his/her post, s/he will want to work with library managers to examine workflows and to determine the costs of operations with an eye to introducing efficiencies and reducing costs. This will be an on-going activity, and the most important consideration should be to establish a culture of assessment in

which business processes are continuously reevaluated and adjusted to take advantage of innovation and to reflect changing standards and priorities.

4.2 Although a thorough review of business processes was not undertaken by the Review Team, discussions with library staff, college administrators, and external stakeholders did not identify any significant problem areas, and a tour through various areas of the Library provided an opportunity for the reviewers to see what appeared to be a typical research library environment. References to management of acquisitions and cataloguing testified to conformance to a high standard of customer service in which items received on Legal Deposit were receipted within five working days. A high throughput of items was maintained despite significant fluctuations in workload relating to uneven dispatches from the Agency for Legal Deposit Libraries, and staffing levels.

4.3 Legal Deposit

As TCD Library is both an Irish and UK Legal Deposit Library, Legal Deposit was a topic of discussion in almost every group with which the Review Team met. It is designated for review as one of the recommendations of the START plan. The review will be critical to establish the on-going value of Legal Deposit for Trinity College and to chart future directions. External stakeholders, notably heads of professional library bodies and library directors of Irish universities, were eloquent and passionate about the role Legal Deposit played for the nation and the island. In their perspective, the collections built through Legal Deposit fuelled research by masters and doctoral students and were a major force in recruiting and retaining top quality scholars, contributing to Ireland's knowledge economy. Furthermore, Trinity's designation as a Legal Deposit Library leads to deep expertise in such areas as copyright, conservation, and collection management, providing a professional resource and leadership for librarians throughout the country and serving as a conduit for Irish libraries to link with other distinguished legal deposit and national libraries.

4.4 Other stakeholders, such as those engaged in international outreach and fundraising, were equally adamant about the value of Legal Deposit, describing its potent attraction for students and researchers abroad and the magic of its deep history on alumni and benefactors. The status afforded Trinity as a Legal Deposit library brought the College a unique selling point and contributed substantially to its reputation as an institution of world rank. A few individuals raised the issue of the cost of acquiring, cataloguing, and storing Legal Deposit materials, and suggested that the burden of caring for these materials exceeded their value to the institution. The Legal Deposit Review should provide data on the use of the Legal Deposit materials and the cost to Trinity were the College to have to purchase these materials. In addition, it should take into account the transition to electronic Legal

Deposit which will begin in 2013 which will mitigate some of the impact of collection growth and processing. A comparison with Oxford and Cambridge, other university libraries which are also Legal Deposit libraries, will highlight the disparity in state funding received in acknowledgement of the additional expense and responsibility of serving in this capacity. Trinity receives only a fraction of the exchequer funds received by Cambridge and Oxford. One strategy to be explored would be to engage other Irish universities and Trinity alumni in government to advocate an increase in support to sustain access to the collection. The review should take into account reviews conducted in other Legal Deposit operations and the panel of reviewers should include the deputy librarian, academic users of Legal Deposit collections, and possibly the participation of Mrs Anne Jarvis, Cambridge University Librarian, as someone who is knowledgeable about both Legal Deposit and higher education in Ireland.

4.5 Opportunities for Shared Services

Some of the challenges created by the pressure of Legal Deposit provide an impetus for accelerating the exploration of shared services. Possibilities include shared storage, for which a plan has already been developed. Other shared services might be shared access to collections amongst Dublin institutions (providing additional services to those extended through the ALCID Scheme) or a common library management system amongst the IUA Libraries.

4.6 IT support and Information Systems

Trinity has, of course, recently had a successful implementation of an integrated library system (ILS), so a move to a shared system might be a few years down the road. Although there have been some occasional problems with the ILS, the ILS market is quite limited, and the difficulties encountered are not unique to Trinity. The Library reports general satisfaction with the vendor's response and support.

4.7 Support for the ILS/LMS is provided on a collaborative basis by the Library and ISS. The Library is responsible for software administration and ISS are responsible for hardware (server) administration. The relationship between the Library and ISS appears to be positive, but there is scope for greater collaboration, with a more unified approach to teaching about the use of information technologies and resources and with consideration of locating ISS staff inside the Library for more convenient integrated access to expertise for students and other users. The College should consider standardising on an image (the screen that displays when logging on to a public terminal) to simplify use, especially, but by no means only, for disabled students. The Library uses a custom image leading to some duplication in effort which could be eliminated through collaborative staffing.

4.8 Other IT issues which were raised in the review were digital repository management and sustainability of digital services. Staff working in the digital library area on fixed-term contracts felt vulnerable to budget reduction. However, they may simply be in the vanguard in terms of the shift of support from Exchequer funds to other sources of funds. What will be useful to establish will be the priority of digital programmes within the Library's strategies and the consequent security of funding to achieve Library objectives and support of the College mission.

4.9 Although some staff felt that the Library was not as advanced as some peers, it should be recognised that the College had recently launched a Book of Kells app which was number one in the Irish app store and it anticipates creating other mobile apps.

4.10 Procedures and Policies

There was evidence of procedures and policies dealing with a range of subjects from access to collection management. Among library users there was some uncertainty about policies, reflecting either a need for improved communication or more clearly defined policies. For example, some stakeholders expressed a desire to understand the policy on allocation of resources to the purchase of materials. Others wished to know about the priority for processing collections. There were two examples provided of collections acquired without provision for access, with the result that the collections were of little or no value. The Library should consider establishing a policy which requires a processing plan in support of any acquisition.

4.11 The emerging area of Open Access is one ripe for further policy development. Concern was expressed that as the "author pays" model of Open Access becomes more common, Trinity researchers may be disadvantaged in their ability to publish in high impact journals if the journals don't charge for institutions which subscribe to their journals, and Trinity is a non-subscriber. The College should review its scholarly communications activities and policies to ensure they reflect a comprehensive view of the emerging economic models for Open Access.

5. Alignment to Strategy

5.1 *"Our strategy is to build on Trinity's achievements by continuing to attract the best staff and students into the College community by demonstrating the exciting and inspiring opportunities that Trinity – uniquely – can offer."* (TCD Strategic Plan 2009-14 p.2). There is no doubt in the reviewers' minds or in those of academics at TCD that the Library is a unique selling point for the College. In considering the TCD Strategic Plan 2009-14 there was however some concern from those we met that the Library was an add-on to the plan rather than an integral part of it. Given that the Provost is clearly leading a period of considerable change as evidenced in the

START Report, it is important that the Library has a prominent place in the new post 2014 Strategy. The START Report represents a considerable opportunity for TCD and its Library. Comments here are therefore predicated to some extent on the development of a new Strategic Plan post 2014 for the College and its Library.

5.2 The Library's strategy must follow that of the institution which it supports and to that extent there was concern expressed that the current Library Strategy was neither represented in the College Strategy nor was it widely known or communicated in College. The Library strategy should be reviewed on the appointment of the new Librarian.

5.3 A new strategy for the Library should be built with the support of the academic community (see section 8) and the Library staff and communicated to all constituencies (see section 7) within and without TCD.

5.4 In the Digital Era, the Library Strategy cannot be considered without reference to ISS with whom the Library works closely. It is noted that infrastructure duplication is avoided through ISS managing the ILS and repository servers. The Library should advocate that ISS support be provided when and where it is needed and the Library and ISS together should give consideration to having an ISS Helpdesk in the Library.

5.5 The Library has set up a new Digital Team, which has responsibility for Digitisation as a strategic priority. This priority status needs to be confirmed with the team and consideration should be given to reviewing the model whereby responsibility for the cognate activities of Repository Management, Bibliometrics and Data Curation support are assigned to the Office of Scholarly Communications, to ensure that this is the most effective organisational model for Trinity's needs. "Financing of this action will derive in part from revenues generated by the Library" (TCD Strategic Plan 2009-14 p.37).

5.6 The Library has an important strategic role to ensure the quality of the resources it provides and to ensure that Information Literacy training is pervasive across the TCD population. Methodology to do this has been developed in Russell Group universities. Expensive resources should be well used.

5.7 In the current fiscal climate the Library should aim to maximise the use of technology and self-service options. The take-up of self-issue seemed rather low compared to that in similar institutions where up to 80% take-up in the first year is common. Library staff need to be freed up for other more important support work. Some staff commented that work on public desks interrupted other core work for them. Roving support is now common in academic libraries providing support where

and when needed. This should be considered as part of an overall staffing strategy (see 5.11).

5.8 As the new post 2014 Strategy is developed for the College, the Library should be able to offer input and in particular to the proposed new Information Strategy. The Library can offer professional support in the areas of digital scholarship, Open Access and scholarly communications, as well as its acknowledged role in teaching and research and archives support.

5.9 Although perhaps not an immediate strategic priority, consideration should be given to the cost of maintaining Departmental Libraries both in terms of space and services and their effect on a differential Trinity Experience. While all material acquired by the Library appears on the catalogue, this should extend to all collections purchased and acquired for the College, which should preferably also be accessible to all. As mentioned previously, the Library should lead in providing a clearer and more strategic direction for the future of these collections.

5.10 Students were vigorous in their support of the Library and its Public Services staff and early consideration should be given to the strategic importance of increasing opening hours to bring Trinity into line with its peer universities worldwide. As an associated matter it was clear those health sciences students who have longer terms and different exam regimes need extended support in terms of resources and study space. A medical student eloquently put forward the view that not providing the best library support militates against the students making the most of their courses and *“realising their full potential”* (TCD Strategic Plan 2009-14 4.8).

5.11 The new Librarian, in considering a new Library Strategy, must consider further changes in the alignment and duties of Library staff. The work of Liaison Librarians was much praised and should be extended to all areas. The History Librarian was more than once put forward as a successful model to be followed.

5.12 The START Report’s commercialisation strategy provides concern and opportunity in equal measure. With careful communication and joint working with the Commercialisation Manager, a new strategy for Library income can be devised. In this regard attention to the work of other libraries is important. The Bodleian and the British Library both have successful shops with external retail opportunities but the British Library’s attempt some years ago to monetize its images was not so successful. At the LSE no income returns to the Library but the Library has every opportunity to apply for central funding for projects by making a proper business case and to apply for outside funding for example for digitization. Both these routes have been successful in the last 3 years.

5.13 Shared Services should form part of a new strategy for the Library and will be supported by the other research and academic libraries in Ireland. TCD is the acknowledged Leader as agreed by those we met and must build on this to consider sharing work amongst the community whether it is for the storage of Legal Deposit materials, the sharing of library management systems or staff expertise.

6. Performance

6.1 The Trinity College Library appears to be a service that meets most of the needs of its internal stakeholders and which is held in the highest esteem by its external stakeholders. Outside professional librarians praised the Trinity College Library for its professional leadership and contributions and spoke in the strongest possible terms of the asset it was for Ireland through its ability to offer access to unparalleled collections. Key academic administrators described the Library as excellent, and several of the academics interviewed were glowing in terms of their assessment of the printed and archival collections. E-journals were widely held to be exceptionally good, the premier collection in Ireland. There was some apprehension that recent budget cuts were resulting in diminished access, but several participants in the review acknowledged that they were able to obtain access to the article they needed with the assistance of the library, even if the subscription to the full journals was no longer maintained. The pressure on budgets for access to materials is felt acutely throughout the research library community, and on balance, Trinity's position seems typical.

6.2 One academic felt that inability to process special collections has impeded his ability to progress the research of his students, but senior managers in the Library were not aware of his concerns, suggesting that greater communication would improve this situation, rather than pointing to an intractable problem. It was notable that several sectors of the College were willing to contribute from their research overheads in order to have better access to electronic resources.

6.3 Students were also extremely positive about the Library. There was strong demand for 24-hour access; the space currently available was very popular, and the students were seeking an expansion of spaces with increased hours to accommodate the demand. The opportunity to obtain reserve books was curtailed by staffing. Although the Library was open, not all services were available on evenings and weekends, which diminished the utility of the Library.

6.4 KPIs and Service Level Agreements were not a topic of discussion, suggesting that either performance indicators or SLAs were not broadly known or implemented. One staff member noted the value of data in providing evidence for decision making. Library surveys were provided in the background reading, but were not alluded to in

the discussion. The response rate on the surveys was slightly lower than the norm, so caution should be used in weighting the results. The surveys did indicate a need to improve the Library's estate to make it more supportive for users.

6.5 The Library is supporting a growing population of users while at the same time facing unprecedented change as a result of the proliferation of electronic resources, and enormous pressure as a consequence of economic stringency. Overall use (combined physical and virtual accesses) is climbing, whilst the budget is declining. In this context, it must be seen that it is offering greater value for money than in the preceding decade, when staffing levels were higher.

6.6 Of concern, with regard to performance, is that mandated budget reductions, which come principally from attrition in staffing, serve to reduce the Library's capacity to develop a skilled workforce for the 21st century. Library roles are changing, and increasingly librarians and other staff must be technologically savvy, have strong business planning capability, and possess legal training to negotiate licenses and contracts with publishers and systems vendors. They need to understand data management and excel at outreach as they work with a wider public. Many library tasks of the past century such as cataloguing, check-out, book fetching, and selection are being automated and outsourced or are declining, and library managers need the ability to transform vacant positions into those required for the modern library. Trinity's Library should be encouraged to make this transition through the incentive of being allowed to retain positions to incorporate new roles.

7. Communication

7.1 Communication came up as a serious issue with every group we met during the review. Even if communication is happening there is a perception of a serious deficit in this area. This breaks down into three distinct areas: the Library's communication with its users, the College's communication with the Library and internal communications within the Library.

7.2 The Library appears to communicate well with undergraduate student users. This happens in addressing face to face their problems and concerns and also by using social media such as the Library website, Twitter and Facebook. All students expressed their appreciation of interaction with the Library staff.

7.3 Graduate students however would appreciate more communication about new resources and services and suggested that posters could be used in the Library to advertise changes.

7.4 Liaison with academic departments and schools seems to work well and underlines the need to have good liaison librarians for all areas. Library staff

shortages and an inability to replace staff that have left have militated against a pervasive service and this should be reviewed. This problem has not been communicated well to academic colleagues who remain to some extent unaware of the problems the Library is facing. This is partially an issue for the committees which work with the Library (see Section 8).

7.5 Communication is a two way process and it appeared from meetings that some issues of concern to academics had not been communicated to the Library. One such problem concerning the processing of specialist materials referred to repeatedly during the review, will now be addressed (see 6.2).

7.6 Academic colleagues for the most part believe that the Library makes good decisions on its services but they are unclear how or where these decisions are made and are uncertain about the strategic plan or targets for the Library (see Section 5). Direct discussions with Faculty Deans will help with re-prioritisation where necessary. There are academic champions waiting to be used.

7.7 The College appears not to have communicated clearly to Library staff on the considerable changes which implementation of the START Report will bring about. This has led to uncertainty amongst the staff and it was good to hear the Bursar affirm that more information will be available in January 2013. This will lead to more effective development and implementation of the Report's recommendations.

7.8 Communications around the College's Executive Officers Group and the Planning Group are unclear to Library staff making it difficult to implement decisions which are neither understood nor published. Suggestions elsewhere in this report about the position of the Librarian at the heart of the College should improve this.

7.9 Some Library staff felt disconnected from the development of strategy or senior staff decision making. To some extent this is inevitable in a large organization undergoing change but it does imply that middle managers should take more responsibility to cascade down the decisions about which they have been informed and in some cases in which they have been involved. On more than one occasion it was made clear that the Deputy Librarian (now Acting Librarian) has taken considerable care to involve such managers in discussion.

8. Governance

8.1 Elsewhere in this report mention is made of the preferred position of the Librarian at both Board and Council. These strategic bodies provide oxygen for the Librarian working to provide a responsive service for the College. This is underpinned by the important presence of Library staff at such committees as Undergraduate Studies Committee and the Postgraduate Studies Committee. It is noted however

that there is no Library staff representation on the Research Committee: this should be reviewed by the relevant officers.

8.2 Mention is also made elsewhere of the welcome move of line management responsibility for the Librarian to the Vice Provost / Chief Academic Officer. This will clearly align the Library with the academic enterprise and help with strategy development to support the College. This however should not preclude continued access by the Librarian to other senior service managers in College.

8.3 The proposed appointment of a new Chief Information Officer was a source of concern for some Library staff as there has been a history of convergence of IT and Libraries in other universities. All large organizations need IT Services but Universities are unique in their reliance on Library Services. At Trinity the Reviewers felt it was clear that the Library and IT plan to work closely alongside each other.

8.4 Concern was expressed about a possible action from the START Report to abolish committees. It was heartening to hear the Bursar explain that Committees are for oversight in order to leave executive action to those running units. Committees under START should not become proxy executives. To this extent we assume the Terms of Reference of LIPC will be reviewed.

8.5 TCD Library works directly with 2 committees: The Library and Information Policy Committee (LIPC) and the Library and College Archives Users Committee (L&CAUC). While the latter allows for consideration of day to day library issues the introduction of Focus Groups may help the Library develop policy with users.

8.6 LIPC has a passionate advocate for the Library in its Chair. It is to be hoped that this will help to fill the communications deficit mentioned in section 7 of this report and inform those academic colleagues who feel uninformed about the Library. It seemed odd to the reviewers that LIPC is not formally part of the review of Legal Deposit but we assume this is an oversight or misunderstanding which will be corrected.

8.7 LIPC in common with similar committees elsewhere should consider the addition of an external librarian to add to its deliberations. This would help inform the development of policy and if the Librarian were from Ireland support the development of shared services mentioned elsewhere.

9. Top-Level Recommendations

1. There should be no delay in recruiting and appointing a new Librarian with the new reporting line to the Vice Provost / Chief Academic Officer.
2. The Legal Deposit Review must be conducted with great care, reflecting the many centuries of investment in the programme. The Chair of the LIPC should be part of the Review Group.
3. Communications between the Library and its users and amongst its own staff need review and refreshment. This can best be done where communication is acknowledged as being two-way from the top of the institution.
4. Recommendations from the START Report should be made open and clear to the Library staff and any changes worked on cooperatively according to an agreed schedule.
5. The new commercialization strategy should first acknowledge that income currently derived from Library activity and assets which is supporting essential library services such as digitisation and conservation needs to be replaced with a new budget line and that the Library should have the opportunity to bid for extra funds from commercial activity to support its service development.
6. The new Librarian should work with Library staff and the rest of the College community to work towards a new strategic plan for the Library which overtly fits with that of the College.
7. The Library needs to expand its pool of financial resources to support the building of collections, access, conservation, and storage. Sources of funding should be sought from the Government for Legal Deposit; increased Fundraising for all parts of the Library, not just capital development should be pursued.
8. Library materials storage issues have been on the agenda for a considerable time and need urgent resolution.

FINAL Schedule - Library Review

Reviewers:

Ms. Elizabeth Chapman, London School of Economics, UK

Dr. Sarah E. Thomas, University of Oxford, UK

Mr. John Fitzgerald, University College Cork

Internal Facilitator: Dr. Aileen Douglas**Day 1: Wednesday 12th December 2012**

Time	Meeting	Venue	Attendees
09.15	Meet Reviewers and escort to Trinity College for first meeting	Lobby of the Davenport Hotel	Helen Condon, Quality Office, TCD
09.30 – 10.30	Introductory Meeting with College Officers	Seminar/Board Room Long Room Hub	Chief Operating Officer (Ms Darina Kneafsey), Vice-Provost/CAO (Prof. Linda Hogan), Deputy Academic Secretary (Ms. Alex Anderson), External Reviewers, Internal Facilitator
10.30 – 11.00	Meeting with Librarian & Deputy Librarian	Librarian's Office	Mr. Robin Adams, Mrs. Jessie Kurtz, External Reviewers, Internal Facilitator
11.00 – 11.30	Coffee	Henry Jones Room	Librarian, Deputy Librarian, External Reviewers, Internal Facilitator
11.30 – 12.15	Meeting with the Library's Senior Management Team	Henry Jones Room	Ms. Susie Bioletti, Ms. Margaret Flood, Ms. Arlene Healy, Ms. Sharon McIntyre, Dr. Bernard Meehan, Mr. Trevor Peare, External Reviewers, Internal Facilitator
12.15 – 13.00	Meeting with Library Staff (Session 1 – 'Front-of-house')	Henry Jones Room	Mr. Sean Breen, Ms. Mary Caffrey, Dr. Lydia Ferguson, Ms. Isolde Harpur, Dr. Jack McGinley, Mr. David Macnaughton, Ms. Jane Maxwell, Mr. Greg Sheaf, External Reviewers, Internal Facilitator
13.00 – 14.00	Lunch	Henry Jones Room	External Reviewers, Internal Facilitator
14.00 – 15.00	Tour of Facilities		Robin Adams, Jessie Kurtz, External Reviewers, Internal Facilitator

Day 1 continued: Wednesday 12th December 2012

Time	Meeting	Venue	Attendees
15.00 – 16.00	Meeting with Academic Users/ Stakeholders - representative Heads of Schools, Directors of Research & Directors of Teaching & Learning	Henry Jones Room	Prof. James Lunney, Prof. Marek Radomski, Prof. Kevin Rockett, Dr. Gabrielle McKee, Dr. Michael Shevlin, Prof. John Saeed, Prof. Richard Timoney, External Reviewers, Internal Facilitator
16.00 – 17.30	Reviewers' private time & coffee	Henry Jones Room	External Reviewers, Internal Facilitator
18.15	Meet Reviewers at Davenport Hotel & escort to restaurant	Lobby of the Davenport Hotel	Internal Facilitator
18.30	Dinner with College Officers	La Mère Zou, 22 St. Stephen's Green, Dublin 2	Chief Operating Officer (Ms Darina Kneafsey), External Reviewers, Internal Facilitator

Day 2: Thursday 13th December 2012

Time	Meeting	Venue	Attendees
08.45 – 09.30	Meeting with relevant members of the Senior Administration Management Group (SAMG)	Henry Jones Room	College Secretary (Mr. John Coman), Director of Buildings (Mr. Paul Mangan), Director of Disability Service (Mr. Declan Treanor), Director of IS Services (Mr. John Murphy), Treasurer/CFO (Mr. Ian Matthews), External Reviewers, Internal Facilitator
09.30 – 10.00	Meeting with Dean of Research and Researchers	Henry Jones Room	Dean of Research (Prof. Vinny Cahill), Dr. Eamon Darcy (History), Dr. Alice Jorgensen (English Literature), Dr. Daniel J. Kelly (Mechanical Engineering (Bioengineering)), Dr. Valerie Smith (Nursing & Midwifery), Ms. Fiona Wilson (Physiotherapy)
10.00 – 11.00	Meeting with other relevant College Officers	Henry Jones Room	Vice-Provost/CAO (Prof. Linda Hogan), Pro-Dean of Graduate Studies (Prof. John Parnell), Dean of Students (Dr. Amanda Piesse), Senior Lecturer (Dr. Patrick Geoghegan), External Reviewers, Internal Facilitator
11.00 – 11.30	Coffee	Henry Jones Room	External Reviewers, Internal Facilitator
11.30 – 12.15	Meeting with Student Union reps & student users of the Service	Henry Jones Room	Student Union President (Mr. Rory Dunne), SU Education Officer (Mr. Dan Ferrick), GSU President (Mr. Martin McAndrew), GSU Vice-President (Mr. Andrew McEwan), and representative class representatives, External Reviewers, Internal Facilitator
12.15 – 13.00	Meeting with the Faculty Deans	Henry Jones Room	Prof. Joseph Clarke, Pro-Dean, Faculty of Arts, Humanities & Social Science; Prof. Marek Radomski, Pro-Dean, Faculty of Health Sciences; Prof. Clive Williams, Dean, Faculty of Engineering, Mathematics & Science, External Reviewers, Internal Facilitator
13.00 – 14.15	Lunch	Henry Jones Room	External Reviewers, Internal Facilitator

Day 2 continued: Thursday 13th December 2012

Time	Meeting	Venue	Attendees
14.15 – 15.00	Meeting with External Stakeholders	Henry Jones Room	CONUL (Mr. Philip Cohen, Head of Library Services, DIT), Cultural links (Ms. Fiona Ross, Director NLI), IUA Librarians' Group (Mr. Paul Sheehan, Director of Library Services, DCU), Library Association of Ireland (Ms. Siobhan Fitzpatrick, Director of RIA Library), External Reviewers, Internal Facilitator
15.00 – 15.45	Meeting with sponsors/managers for projects/initiatives in which the Area is involved	Henry Jones Room	Global Relations Strategy (Prof. Jane Ohlmeyer), Trinity Foundation (Ms. Mary Apied), Trinity Long Room Hub (Prof. Juergen Barkhoff, Academic Director), External Reviewers, Internal Facilitator
15.45	Short comfort break	Henry Jones Room	External Reviewers, Internal Facilitator
15.45 – 16.30	Meeting with Library Staff (Session 2 – 'Behind-the-scenes')	Henry Jones Room	Ms. Caroline Crawford, Mr. John Cremin, John Gillis, Tim Keefe, Barbara McDonald, Andrew Megaw, Rosarii Naughton, Patricia Quigley, External Reviewers, Internal Facilitator
16.30 – 17.00	Meeting with Vice-Provost/CAO	Office of VP/CAO	Vice-Provost/CAO (Prof. Linda Hogan), External Reviewers, Internal Facilitator
17.00 – 17.15	Escort to Davenport Hotel	Davenport Hotel	Helen Condon, Quality Office – Helen to show the location of the Small Boardroom in advance of the drinks
17.15 – 18.00	Librarian & Deputy Librarian - drinks	Davenport Hotel	Robin Adams, Jessie Kurtz, External Reviewers, Internal Facilitator
18.00	Reviewers' Private time & Dinner	Davenport Hotel – Small Boardroom	External Reviewers

Day 3: Friday 14th December 2012

Time	Meeting	Venue	Attendees
08.30 – 09.00	Meeting with Incoming Bursar	Henry Jones Room	Dr. Gerard Lacey, External Reviewers, Internal Facilitator
09.00 – 09.45	Meeting with representatives and those of other major Institutional initiatives (Visitor Services & Commercialisation and Legal Deposit extension and internal review	Henry Jones Room	Visitor Services Team – Paul Corrigan (Library Shop and College Merchandising Manager), Anne-Marie Diffley (Visitor Services Manager), Susie Bioletti (Keeper, Preservation & Conservation and MSPI Lead), Katrin Dreyer Gibney (COO’s Office) Legal Deposit Extension & Internal Review – Arlene Healy (Sub-Librarian, Digital Systems & Services), Margaret Flood (Keeper (Collection Management)) Darina Kneafsey (COO), External Reviewers, Internal Facilitator
09.45 – 10.30	Meeting with representatives of the Library & Information Policy Committee (Board Committee) and the Library & College Archives Users’ Committee (LCAUC)	Henry Jones Room	Dr. Micheál Ó Siochrú (LIPC Chair), Prof. Graeme Watson (LCAUC), Prof. Brian McGing (Head of School of Histories), Prof. David Dickson (LCAUC Dean of Research rep), Seán Hughes (LCAUC Staff rep), Marty Whelan (LCAUC Staff rep), Prof. Peter Simons, Head of School of Social Science & Philosophy, External Reviewers, Internal Facilitator
10.30 – 11.00	Meeting with Deputy Director HR	Henry Jones Room	Ms. Alison Taylor, External Reviewers, Internal Facilitator
11.00 – 12.00	Coffee and private time for Reviewers	Henry Jones Room	External Reviewers, Internal Facilitator
12.00 – 12.30	Meeting with the Provost	Henry Jones Room	Provost (Dr. Patrick Prendergast), External Reviewers, Internal Facilitator
12.30 – 13.30	Lunch & wrap-up meeting with the Librarian & Deputy Librarian	Librarian’s Office	Robin Adams, Jessie Kurtz, External Reviewers, Internal Facilitator
13.45 – 14.45	Wrap-up meeting with College Officers	The Chief Operating Officer’s (COO) Office, East Theatre	COO (Ms Darina Kneafsey), Deputy Academic Secretary (Ms. Alex Anderson), External Reviewers, Internal Facilitator

6. Response from the Acting Librarian

Introduction/overview:

The Quality Review of the Library was undertaken on the 12th – 14th December 2012 by an external review panel comprising the following members: Ms. Elizabeth Chapman, Director of Library Services, British Library of Political and Economic Science, London School of Economics and Political Science; Mr. John FitzGerald, Director of Information Services and University Librarian, University College Cork; Dr. Sarah Thomas, Bodley's Librarian, Bodleian Libraries, University of Oxford. We welcome the Reviewers' Report, dated 19th February 2013, and wish to thank the Reviewers and the Internal Facilitator, Dr. Aileen Douglas for their time, expertise and commitment to the process.

From the outset of the process, we considered the Quality Review as valuable in terms of objectively reviewing the Library and its broad range of functions and we were optimistic about the insights that would arise following the review in terms of supporting the College's overall strategic objectives. This is particularly relevant as we enter into a period of significant change within Librarianship (with the change from print to electronic) and within College (with the implementation of recommendations arising from the START Programme).

The report arising from the review is very positive; the recommendations provide strategic direction for the Library and we very much welcome the Reviewers' observations that:

- The Trinity College Library appears to be a service that meets most of the needs of its internal stakeholders and which is held in the highest esteem by its external stakeholders.
- Outside professional librarians praised the Trinity College Library for its professional leadership and contributions and spoke in the strongest possible terms of the asset it was for Ireland through its ability to offer access to unparalleled collections.
- Key academic administrators described the Library as excellent, and several of the academics interviewed were glowing in terms of their assessment of the printed and archival collections.
- E-journals were widely held to be exceptionally good, the premier collection in Ireland.
- Students were also extremely positive about the Library.
- Overall use (combined physical and virtual accesses) is climbing, whilst the budget is declining.
- In this context, it must be seen that it (the Library) is offering greater value for money than in the preceding decade, when staffing levels were higher.

The recommendations set out in the report are made at quite a high level and they will be reviewed in more detail as the Implementation Phase of the review process is completed. The Library welcomes the Reviewers' comments on the recommendations:

- They seek broadly to endorse the centrality of the Library in the College and nationally, and they assert the need for active and prudent change-management on the part of all stakeholders at this time of transition and change.
- The Review Group is of the view that all of the staff and students of TCD are fully committed to meeting these challenges and are broadly moving in the right direction in order to retain and enhance the distinctiveness and excellence of the Library's services and its reputation.

Review Report Findings and Recommendations:

The following is a review of the top level recommendations outlined by the Reviewers in the Report. The full range of recommendations, including those inter-dispersed within the Report will be addressed individually in the Implementation Plan which is in preparation.

1. There should be no delay in recruiting and appointing a new Librarian with the new reporting line to the Vice Provost / Chief Academic Officer. ***We support the Reviewers' recommendation to recruit and appoint a new Librarian & College Archivist without delay as we approach a time of significant change and reform for the Library.***
2. The Legal Deposit Review must be conducted with great care, reflecting the many centuries of investment in the programme. The review should take into account reviews conducted in other Legal Deposit operations and the panel of reviewers should include the Acting Librarian, academic users of Legal Deposit collections, and possibly the participation of Mrs Anne Jarvis, Cambridge University Librarian, as someone who is knowledgeable about both Legal Deposit and higher education in Ireland. The Chair of the LIPC should be part of the Review Group. ***We support the Reviewers' recommendation to expand the membership of the Legal Deposit Review Group to include the Board appointed Chair of LIPC and the use of the external consultant. We view the need for academic consultation related to this resource which has College, regional and national reputational value, as key.***
3. Communications between the Library and its users and amongst its own staff need review and refreshment. This can best be done where communication is acknowledged as being two-way from the top of the institution. ***We support the Reviewers' recommendation especially in light of the significant changes in librarianship in general and the specific changes proposed for the Library under the START programme.***

4. Recommendations from the START Report should be made open and clear to the Library staff and any changes worked on cooperatively according to an agreed schedule. ***We support the Reviewers' recommendation that engagement via participation and communication with Library staff will lead to a positive endorsement of this change agenda.***

5. The new commercialization strategy should first acknowledge that income currently derived from Library activity and assets which is supporting essential library services such as digitisation and conservation needs to be replaced with a new budget line and that the Library should have the opportunity to bid for extra funds from commercial activity to support its service development. ***We support the Reviewers' recommendation as it will more clearly indicate to College the actual costs of maintaining and growing a Library of global consequence and one that is enabling the College Strategy.***

6. The new Librarian should work with Library staff and the rest of the College community to work towards a new strategic plan for the Library which overtly fits with that of the College. The review of the Library's strategic plan is to include shared services, alignment and duties of Library staff, and the proposed new Information Strategy. ***We support the Reviewers' recommendation as the Library's Strategic Plan should take a preeminent position within the College given the Library's central role in supporting Teaching & Learning and Research and enabling the College's global position.***

7. The Library needs to expand its pool of financial resources to support the building of collections, access, conservation, and storage. Sources of funding should be sought from the Government for Legal Deposit; increased Fundraising for all parts of the Library, not just capital development should be pursued. ***We support the Reviewers' recommendation as it recognises the need for extensive philanthropic input to the Library's many projects that are fundamental to its roles.***

8. Library materials storage issues have been on the agenda for a considerable time and needs urgent resolution. ***We support the Reviewers' recommendation as there is recognition that we cannot continue to operate with temporary / make-shift plans on an ongoing basis.***

There are other recommendations inter-mingled within the report and these will be dealt with as part of the more detailed and all-encompassing Implementation Plan, including:

- Re-assert and redefine the role of the Librarian prompted by organisational change across the College; importance of Library representation on Council, Board and key Committees
- Given that the Provost is clearly leading a period of considerable change as evidenced in the START Report, it is important that the Library has a prominent place in the new post 2014 Strategy.

- Review of organisational structure of Library to determine its effectiveness in delivering the Library's vision.
- Physical Master Plan for the Library required enabling coherent and ambitious future development, to include development of a Visitors Centre.
- The relationship with the new CIO role should be clarified and links with Administrative Officers such as the Director of Building and the Treasurer should be retained & strengthened.

Conclusion:

The Library intends to work with the Chief Operating Officer, the Vice Provost/Chief Academic Officer, other appropriate College Officers and relevant stakeholders to address the recommendations arising from the report and will prepare a detailed Implementation Plan outlining the timeframe for implementation.

We wish to take this opportunity to express our gratitude to all those involved in the review process and, in particular, to all the internal and external stakeholders who gave generously of their time to engage with the Reviewers themselves.

Respectfully submitted by:



Jessie S. Kurtz, Acting Librarian.

7. Response from the Chief Operating Officer²

Introduction/overview:

I would like to thank the Review Team for their time and effort in conducting this review. I welcome the report and the positive comments and insightful, helpful recommendations.

The Reviewers commented positively on the service provided to internal and external stakeholders and reported excellent feedback from professional librarians and key academic administrators. Stakeholders were particularly complimentary about the printed and archival collections, praising the Library for its *'professional leadership and contributions'* and highlighting what an asset it is for the College and Ireland *'though its ability to offer access to unparalleled collections'*.

The Reviewers recognize that the TCD Library is entering a new phase in its development with the appointment of a new Librarian, on-going organisational change across the College which will impact on the role of the Librarian and the Library itself, technological change and increasing resource constraints.

General Comments:

The Reviewers identify the recruitment and appointment of a new Librarian as a priority for the College and stress that the position of the Librarian in the College's organisational structure is critical in enabling the Library to meet its key objectives. I welcome the Reviewers' endorsement of the realignment of the Library with academic services through the new reporting line to the Vice-Provost/Chief Academic Officer (VP/CAO). This repositioning will further align the Library's function with the College's core mission. I concur with the Reviewers that the Library should be represented on all relevant Committees.

The Reviewers highlight opportunities for relationship building and greater collaboration with Heads of key administrative functions. Implementation of the START recommendations will facilitate a strengthening of existing links and the development of new formalised contacts.

A review of Legal Deposit was highlighted as a priority by the Review team and I support their assertion that it should be carefully managed, given the role of Legal Deposit as a key research and professional resource for the College and the country. The related issue of storage of the Library collections should be examined and possible solutions explored.

² The response of the Chief Operating Officer was written by the Administrative Officer in the Quality Office and approved by the Provost in the absence of the Chief Operating Officer.

Staff training, development and recruitment is identified by the Reviewers as requiring attention and I support their recommendation that the Library produce an overall staff development plan. Training and development needs will also be addressed by the implementation of the College's new HR Strategy.

The Reviewers' recommendation regarding a physical master plan for the Library should be considered in conjunction with the proposed overall physical master plan for the College, and include provision for a Visitor's Centre. I agree that there should be closer links with the Director of Buildings Office in terms of maintenance of existing library buildings.

In relation to the issues identified around communication, I accept the Reviewers' recommendations and note in particular their suggestion that improved communication with academic staff is warranted. Clearer articulation to Library staff of the implications of START should be a priority.

In relation to the new Commercialisation strategy, the Reviewers recommend that the Librarian should be involved in defining the mechanism for repatriating a proportion of the income generated from commercial activities back to the Library and that Library staff are fully apprised of the benefits of the new strategy. I agree that new funding sources should be explored.

I concur with the Reviewers that the Library's Strategic Plan should be aligned with that of the College and I support the recommendation that a revised Strategic Plan for the Library be developed on appointment of the new Librarian.

Conclusions:

I would like to thank the Reviewers and the College staff who participated in this review. We plan to implement many of the recommendations in line with the START programme and the College's Strategic Plan.