Trinity College Dublin, the University of Dublin

Library and Information Policy Committee

Minutes of the meeting held on Friday 11 November 2022 at 10:00

in the North Training Room, Berkeley Library.

Present:	Chair (Dr Caitríona Leahy), Librarian and College Archivist (Helen Shenton), Director of IT Services (Patrick Magee), College Secretary (John Coman), Elected Board Member (David Grouse), Head of School (Professor Christine Morris), Chief Operating Officer (Orla Cunningham), Mairead Owens (Dublin City Librarian).
Apologies:	Dean of Arts, Humanities and Social Sciences (Gail McElroy), Dean of Research's Nominee (Dr Immo Warntjes), Academic Secretary (Patricia Callaghan), Head of School (Professor Alan O'Connor), Students' Union Representative, Mr Ronan Byrne (CEO of HEAnet Ltd), Head of Management Services, IT Services (Helen O'Hara),
In attendance:	Deputy Librarian (Jessie Kurtz), Sharon McIntyre (Minute-taker).

SECTION A

LIPC: 22/23.01   **Welcome**
The chair welcomed new and returning members. She highlighted the terms of reference which give the objective of this committee as follows: *The Library and Information Policy Committee is a Principal Committee of Board responsible for the creation of policy for the development of the College's Library and Information Services and to oversee their implementation and to provide timely advice to Board on areas within its remit.*

ACTION 1   The Chair requested that the Link to the full terms of reference be shared with the committee: https://www.tcd.ie/committeepapers/info/terms/

LIPC: 22/23.02   **Minutes**
Minutes of the meeting of Monday 09 June 2022 were approved.

LIPC: 22/23.03   **Matters arising from minutes of 09 June 2022:**
Approval process for publishing institutional mobile apps in the Apple and Google Play stores: The Director of IT Services updated, noting that he had highlighted this issue in the June meeting and proposed bringing a policy document to the next meeting.

He noted that Apple had changed their policy and now required an authorised agent to submit any app on behalf of the University, and Google has indicated they will do the same. He is currently waiting for Google to finalise their policy, in advance of drawing up the University policy, which will be submitted to this committee in due course.

The Director indicated that currently it is proposed that IT services act as this agent, noting that initially this would not require additional resourcing, however a review will be part of the policy process.

LIPC: 22/23.4   **Old Library Redevelopment Project (OLRP) Update:**
The Librarian updated on progress with the OLRP highlighting that this is three simultaneous building projects:

1. The Refurbishment of the Old Library and Development of the new Research Collections Study Centre, new Exhibition and Visitor Facilities and a new rotating display.
2. The creation of an interim Research Collections study centre in the Ussher Library for continuity of access to collections to the Trinity community throughout the closure period.
3. The refurbishment of the Printing House as a temporary exhibition space for the Book of Kells during the Old Library closure, and a new interim immersive exhibition.

The Librarian noted that while there has been notable successes, fund raising continues for the project and there is still a way to go. The decant of Library material form the building is well underway.

She confirmed that over the next twelve months, while there is still access to the building, it is the intention to host a series of events, including the unveiling of the new sculptures of women scholars in the Long Room on St Brigid's Day, 1st February 2023.

She highlighted the cornerstones of the project of the project:

- To protect the building and its collections, preserving them for the next 100 years
- To provide facilities for research and scholarship fitting for the university and collections
- To enhance the visitor experience

DG noted that this project was too important to fail now, it is essential that the University find the necessary resources to ensure this happens.

OC noted that the Printing House is being fully restored and following this project we will have created a space for future exhibitions on campus.

MC Commended the Librarian on the size and scope of the project.

LIPC: 22/23.5 **Digital Update**

The Director of IT Services provided an update on 'Digital', which he has previously presented at the Senior Leadership. He noted that it is the role of digital to support the university in 'Staying Relevant', 'Competing' and 'Making a Difference', by making things easier, supporting the community, and protecting the reputation:

- Digital affords the opportunity to make accessible and available, the entire resources of the University anytime, anywhere, to anyone,
- It cannot replace the purpose of a University: Personal relationships; judgement; developing the person; curiosity; team-working; human engagement; work ethic; care & consideration;

He Identified four elements of Digital Modernisation in Higher Education as follows:

Source: Gartner

He went on to outline the simplified digital model modelled on Maslow's Hierarchy of Needs. He emphasised the interdependent layers and the importance of a strong infrastructure and security. He noted that 97% of current non-pay IT Services budget is allocated to keeping current systems and services running.

He highlighted that the 'Utility' Cost of ICT requires regular refresh, replacements, and upgrades to eliminate technical debt, enable digital services and reduce operational risk. There is a €5M investment required in critical infrastructure replacement over the next 4 years. Furthermore, the cyber security spending in 2022 will be more than double the 2019 level. This now represents > 10% of the IT Services Operations Budget.

The aim is to enable the digital experience through a five layer model the two foundation 'invisible' layers of this being infrastructure and security and resting on these are the more visible layers:

Administration Systems
- Digitalisation and Transformation of the Administration Experience.
- Includes Student & Course administration, CRM, Timetabling, Service Desks, Data management and reporting.

The Major Change initiatives in this area will be confirmed based on priority, sponsorship, funding, and resourcing.

Teaching & Learning / Research
- Learning Management System(s) / VLE (Virtual Learning Environment) integrated into the fabric of administration and pedagogical support technologies to drive the Student Digital Experience.
- Maintenance of teaching space technologies.
- Investment in High Performance Computing capacity for Research

Digital Experience
- Offering our staff and students an innovative and personalised digital first service. Agile digital solutions, built on reliable data and ubiquitous availability and connectivity, to define the digital campus experience.
- Requires sustained investment in all layers and commitment to changes beyond IT.

The objective is to provide a service that is Frictionless and Hyper-Personalised, built on integrated data and digital services.
Two key challenges have been identified in advancing digital in a collegiate university. The first is the requirement by external stakeholders for institutional-level assurances on data and systems controls; the current model of risk acceptance is not sustainable. The second is the

distributed and autonomous nature of digital decisions within the institution.

DG Raised the issue with retaining appropriate staff and the lack of training for current staff. The COO confirmed that we are looking at all options to address this issue.

CM asked if it is possible to remove some of the complexity of SITS noting that the staff experience is far from optimal. School managers do not feel like they are being heard. The Director of IT Services confirmed that there are working groups looking at this.

LIPC: 22/23.6   **Library strategy update**

The Librarian spoke to the circulated memo on the Continuity and Development of the Library Strategy noting that the last Five-Year Library Strategy expired in 2020. However, in the introductory text to that Strategy she had stated: *It will take longer than five years to achieve; this is essentially a 15 year strategy*.

She confirmed, that after reviewing and in the light of Council's comments on the last Annual Report, "*It would take 15 years to deliver on the Library Strategy 2015-2020",* there is no immediate urgency to produce an updated Strategy. The five pillars of the existing Strategy are still valid. The Library Leadership undertake an external facing evaluation each year and recalibrate the strategy with a course correction. The big changes currently are around Sustainability and Equality Diversity and Inclusion (EDI). She noted that the Vice Provost will be soon in the process of developing the University Strategy and it would be premature for the Library to go ahead before this is created.

The committee agreed that it is too soon to commence a new Library Strategy and indicated that the Librarian should hold until the new University strategy is available.

DG asked would there be consultation with the workforce. The Librarian responded highlighting the highly consultative process that was undertaken for the existing Library strategy.

MO Asked how the progress of this is measured? The Librarian responded that there is a lot of data which is synthesised in the Annual Report and helpful for Identifying Trends. She is looking to identify more insightful key performance indicators (KPIs)

LIPC: 22/23.7   **IT Services User Group Update**
The Director of IT Services noted IT Services User Group has a new chair, and good representation from across the userbase .

LIPC: 22/23.8 **AOB**
None

LIPC: 22/23.9 **Date of next meeting**
- Wednesday **15 February 2022 at 11:30** in the North Training Room, Berkeley Library?

Confirmed Schedule for Library & Information Policy committee Meetings 2022/23
- Friday 11 November 2022
- Wednesday 15 February 2023
- Wednesday 22 March 2023
- Wednesday 17 May 2023
- Wednesday 14 June 2023

SECTION B

LIPC: 22/23.10 **IT Services User Group minutes from the meeting of 06 July 2022**
The committee noted and approved the draft minutes of the meeting of 06 July 2022.