



MAYNOOTH UNIVERSITY
LIBRARY
STRATEGIC PLAN
2024-2028



ACKNOWLEDGEMENTS

The Library is very grateful to all who contributed to the preparation of this plan. Particularly credit is due to Deputy University Librarian Hugh Murphy who led the process of drafting this plan. Library colleagues sincerely appreciate the contributions of the many colleagues beyond the Library who participated in the consultation initiatives which informed the process and the identification of the strategic goals and associated actions. We look forward to further collaboration over the next four years to implement them.



MESSAGE FROM THE UNIVERSITY LIBRARIAN

I am delighted to introduce our new plan that will guide our work over the next four years as we endeavour to enhance our services, resources and impact on the campus community.

The role of the University Library has never been more crucial. The cultural and intellectual heart of the campus we support, facilitate and partner with colleagues locally, nationally and internationally. This activity is taking place in a higher education context that is changing rapidly with new technologies, changing student needs and expectations and evolving teaching and research practices. This plan is our response to these challenges and opportunities.

Following the launch of the Maynooth University Strategic Plan 2023 – 2028 we began an extensive process of research and consultation to identify how we can play our part in the achievement of Maynooth's vision. This document is the Library's implementation plan for the Maynooth University Strategic Plan and the Library's strategy for meeting the needs of St Patrick's College/SPPU for the 2024 – 2028 period. This plan is explicitly aligned with, and subordinate to, Maynooth University's (MU) Strategy, underscoring the Library's commitment to fostering academic excellence, enhancing student success, and promoting innovative research. It sets out how the Library will implement MU's Strategy and support the achievement of the university's ambitious vision.

This plan identifies five priority areas, in which we will focus activity over the lifetime of this plan, and five enabling areas that will be critical to supporting our ability to achieving our strategic goal. This is not just a plan for the library but for the entire campus community. I am confident that together we can continue to meet and anticipate the needs of current and future students, researchers and staff.

Thank you for your ongoing support of, and commitment to, our shared mission.

Cathal McCauley
University Librarian

October 2024



OUR MISSION

Maynooth University Library's mission is to foster communities of learning and research through world class resources, services, and people.

LIBRARY VISION

The realisation of our mission will:

- » Place users, especially students, researchers, and faculty, at the heart of all that we do
- » Further the Library as the hub of learning, culture, enquiry, and discovery
- » Ensure access to collections and content of quality and relevance
- » Facilitate the University's research and scholarly impact
- » Progress our leading role in the development of literacy skills and supports including digital literacies
- » Support the continual development of a committed, skilled, and engaged library staff
- » Drive the development of spaces that welcome, inspire and empower
- » Enhance Maynooth University's international standing as a transformative educational institution
- » Deepen our established reputation as a leader and innovator in the global library sector
- » Enrich the cultural, social, and economic life of our community



OUR VALUES

The Library endorses the values of Maynooth University and is committed to:

Openness; empowerment; innovation; scholarly rigour; academic freedom; integrity and ethical behaviour; collegiality, transparency, and trust; equality, inclusiveness, and social justice; dignity, respect, and care for the individual

OUR CONTEXT

Maynooth University Library's strategic plan is explicitly aligned with the broader university strategy, underscoring our commitment to fostering academic excellence, enhancing student success, and promoting innovative research.



ALIGNMENT WITH UNIVERSITY STRATEGIC PLAN

Maynooth University Strategic Plan 2023 - 2028	MU Library Plan 2024 - 2028
FOCUS:	PRIORITIES:
Research and Impact	Students and Learning
Students and Learning	Research
Internationalisation	Engagement, Partnerships and Community (incl EDI)
Engagement and Partnerships	Environment
	Internationalisation
KEY ENABLERS	KEY ENABLERS
People and Culture	People and Culture
Equality, Diversity and Inclusion (EDI)	Collections
Infrastructure and Sustainability	Data
Governance, Quality and Operational Excellence	Sustainability
Financial Strength	Resources

This plan is further informed by the strategic vision and long-established history and traditions of St Patrick's Pontifical University. We acknowledge the history and traditions of both institutions and our role in both preserving them while also looking to the future.

We recognise that we live and work in a world in which teaching, and research is rapidly evolving. Our university is growing, and our operating environment is constantly changing, with technological advancements and evolving educational programmes. In this context the Library stands as a pivotal resource, offering both in-person and virtual services which are informed by our community to meet their diverse needs. We are a key strategic partner for the discovery, creation and curation of knowledge.

In this dynamic environment, our aim is to ensure that the Library remains an enabler of success for students, faculty, and researchers. Our strategic approach focuses on enhancing access to a wide array of resources, supporting digital literacy, and providing spaces that inspire learning and collaboration. By prioritising these areas, we enable our users to achieve their academic and professional goals, fostering a culture of continuous improvement and adaptation.

A key component of our strategic plan is the promotion and integration of the Irish language within our services and collections. We are dedicated to preserving and promoting it through our resources, ensuring that our services are accessible and relevant to all members of our university community.

Our long-standing commitment to collaboration is reflected in our strong partnerships across campus. The Library serves as the heart of the university, a central hub where students, faculty, and staff converge. We work closely with various departments, including the new School of Nursing, to ensure that our services are tailored to meet the specific needs of each discipline. This collaborative spirit enhances the overall academic experience and reinforces our reputation as a cornerstone of the university.



PRIORITIES

STUDENTS AND LEARNING (PRIORITY 1)

The library is an active partner in teaching, learning, student progression and success. We strive to place the student at the heart of our services. We recognize that these services must evolve as the university grows with new programmes and a continuing innovative approach to learning. This work does not happen in a vacuum; we act in concert with partner departments on campus to ensure our graduates are highly employable, socially conscious, and critical thinking global citizens.

OUR GOAL:

We will create a dynamic, responsive, and inclusive library service, in partnership with our students, in which we provide excellent and transformative services and collections that enables our graduates to make impactful contributions to society.

To achieve this, we will:

1. Constantly review all library services in recognition of the evolving ways our diverse population of students are living and working
2. Further develop and enhance our provision of literacies, including digital literacies, to meet the needs of our 21st century communities
3. Promote initiatives which encourage student engagement and make the provision of, and access to, key content seamless for all users
4. Collaborate with the colleagues in our new health and medical sciences courses to ensure that our students have access to the library services and collections they require at the crucial start-up stage and beyond
5. Intensify our collaborations with key partners on campus to strengthen targeted supports to maximise student engagement, progression, and success



PRIORITIES

RESEARCH (PRIORITY 2)

The Library facilitates and catalyses research. We support our community to produce world-class, pioneering research. We play a vital role in providing collections, content and services that enable all of our researchers particularly postgraduates and faculty. We are also research partners with students and faculty in areas such as digital humanities, innovation, and education. We champion and support the open dissemination of research and understanding of its impact in the academy and beyond. We work closely with academic colleagues, the Research Development Office, IReL, NORF and other key partners to promote and enhance Open Access.

OUR GOAL:

To be recognised for the excellence and impact of our research services, collections, and partnerships

To achieve this, we will:

1. Play a lead role in the implementation of MU's Open Access and Open Scholarship strategy to further develop MU's position as a leader in the democratisation of knowledge
2. Establish a formal service to provide expert advice on the reporting of clear impartial evidence of scholarly impact and rankings including impact reports at faculty, departmental and individual levels.
3. Critically review library collections, content and services to ensure alignment with the research beacons
4. Foster increased collaboration with the MU Research Development Office in support of developing research skills and practices on campus
5. Collaborate with the Graduate Research Academy to ensure that postgraduates have access to the appropriate collections and services and to attract additional postgraduates to MU



PRIORITIES

ENGAGEMENT, PARTNERSHIP, AND COMMUNITY (PRIORITY 3)

We recognise our role as a place of learning in our locality and we take pride in our role in contributing to communities beyond the campus. We play a vital role in welcoming, attracting, and enriching engagement with the wider community. We strive to be truly inclusive, demonstrating cultural competence with academic staff, students, *other* staff, and the local community. We seek to learn from all and to work in concert with all.

OUR GOAL:

We will grow and leverage mutually beneficial partnerships in order to support our strategic objectives.

To achieve this, we will:

1. Work collaboratively with other departments, including the External Relations Office, to identify partnership and philanthropy opportunities to support and progress priority projects and programmes within the library
2. Continue to develop our series of public seminars in cooperation with other departments and units
3. Collaborate with local schools and communities to encourage students and citizens in their education and information literacy development including targeting initiatives in the area of disinformation /information integrity
4. Develop our LGBTQI+ liaison service and all EDI (Equality Diversity and Inclusion) related services to ensure that library services and collections meet the needs of a diverse user population
5. Developing our connection and engagement with alumni including our alumni library access scheme
6. Work closely with the new University Events Office around our role as a centre of excellence and key venue for campus events



PRIORITIES

ENVIRONMENT (PRIORITY 4)

The library serves as a vital community hub, offering both a tranquil space for contemplation and a dynamic environment for creativity and social learning. We recognise that our environment has long been more than physical with the continuously increasing provision of collections and services in digital and electronic form. Our versatile space and services continue to evolve over time, but our welcome, professionalism and values remain consistent.

OUR GOAL:

To provide library spaces, physically and online that are welcoming, inclusive and facilitate world class teaching, learning and research.

To achieve this, we will:

1. Create safe, inclusive, and effective study areas that promote creativity and well-being. These spaces empower students to select environments that align with their preferred study mode, whether it be solitary, collaborative, quiet, or conducive to creative work
2. Build on our strong record of exhibitions and events by upgrading our exhibition areas to allow for more bespoke events
3. Conduct a review of and reimagine space in light of emerging trends in library usage and the ever-increasing importance of sustainability
4. Work with IT Services and the University to enhance our online environment and investigate appropriate, secure, and sustainable storage options for data and other digital resources and outputs of research



PRIORITIES

INTERNATIONALISATION (PRIORITY 5)

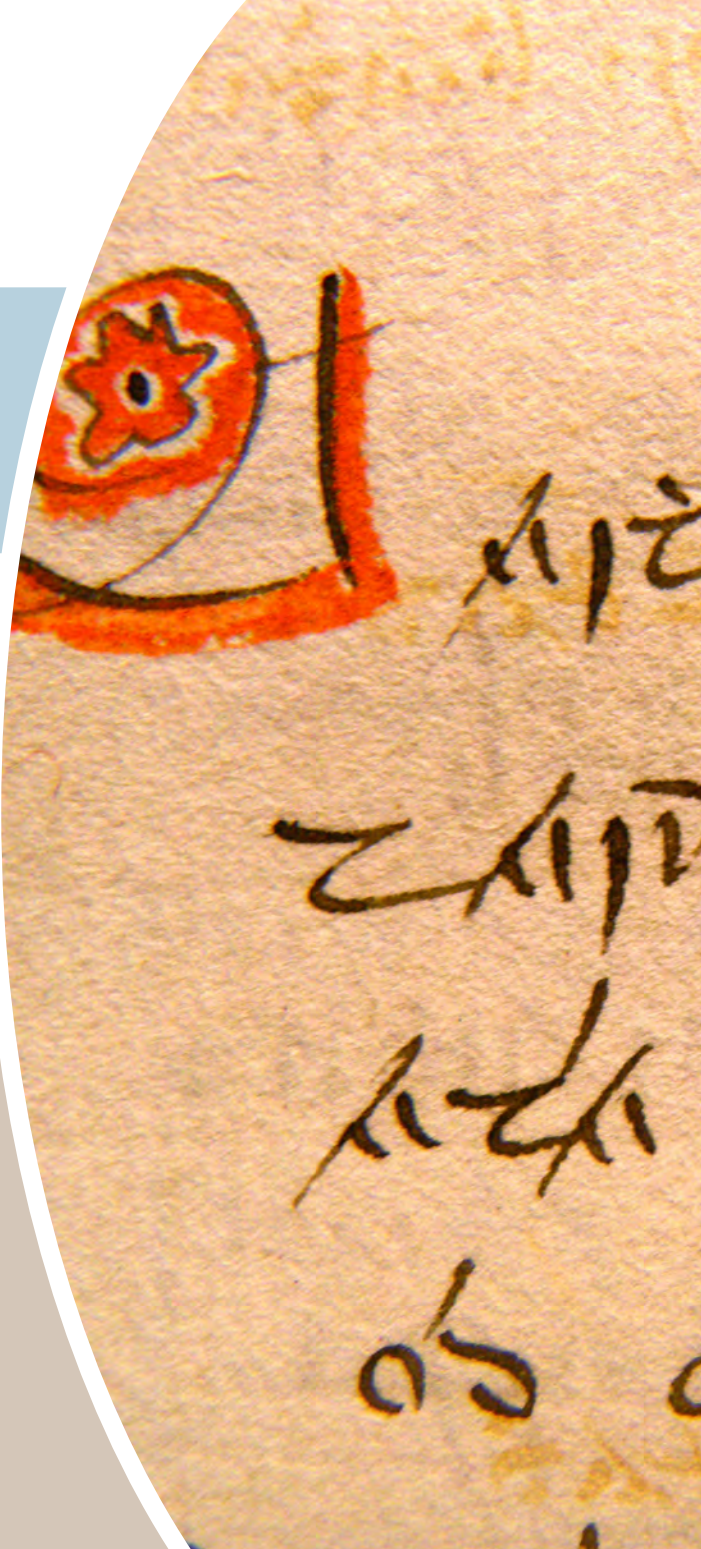
The library has a proud record of engaging with diverse cultures and ideas and providing collections which are increasingly available to a global audience. An international focus serves as a valuable educational experience for students and staff.

OUR GOAL:

We will further internationalise our library services and collections and create and facilitate international opportunities for our staff in support of the University's objectives to become a truly international institution.

To achieve this, we will:

1. Be an active participant in the *Arqus Alliance* and other key university international partnerships and networks
2. Further develop collections, services, and supports to meet the evolving needs of an international community
3. Work with the international office and others to streamline the process for welcoming international scholars on sabbatical, as adjuncts and others to MU
4. Continue to actively participate in library related international partnership and networks
5. Expand the student library committee to involve international students
6. Increase strategic opportunities for staff international mobility and engagement
7. Enhance our programme of events to make international students and staff feel welcome and to give others the opportunity to experience internationalisation at Maynooth



ENABLERS

PEOPLE AND CULTURE (ENABLER 1)

Our staff are open and engaged, with a clear dedication to service. We strive to embody our values and work collaboratively to create an inclusive environment where our campus community will thrive. We are proud of the priority we accord to staff development and see it as a key activity that underpins the continuous enhancement of our expertise, skills, collections, and services.

We will:

1. Implement the first cycle of the new developmental reviews
2. Continue to prioritise staff development opportunities in line with the strategic needs of the University and the Library
3. Review the organisational structure of the Library to ensure that it is optimal for the delivery of the strategic objectives of the University and Library
4. Enhance the inclusivity of the library as a place of work through the pursuit of supportive initiatives including *Athena Swan*
5. Harness national and international trends in conjunction with the voices of MU staff and students to improve our Library service
6. Support staff innovation and knowledge sharing via access to internal and external supports and processes including our existing programmes



ENABLERS

COLLECTIONS (ENABLER 2)

Our world-class collections span millennia and speak to a global audience as well as our local communities. They range from ancient clay tablets to digital collections and datasets.

We will:

1. Ensure our collections reflect the diversity and inclusivity of MU
2. Extend reach and access to our collections by enhancing our digital discovery and access
3. Actively review and use data and feedback to develop collections and ensure best value from our resources
4. Publish content to highlight the richness, depth, and significance of Maynooth and our collections
5. Ensure that our collections are used for teaching, research, and promotion of MU



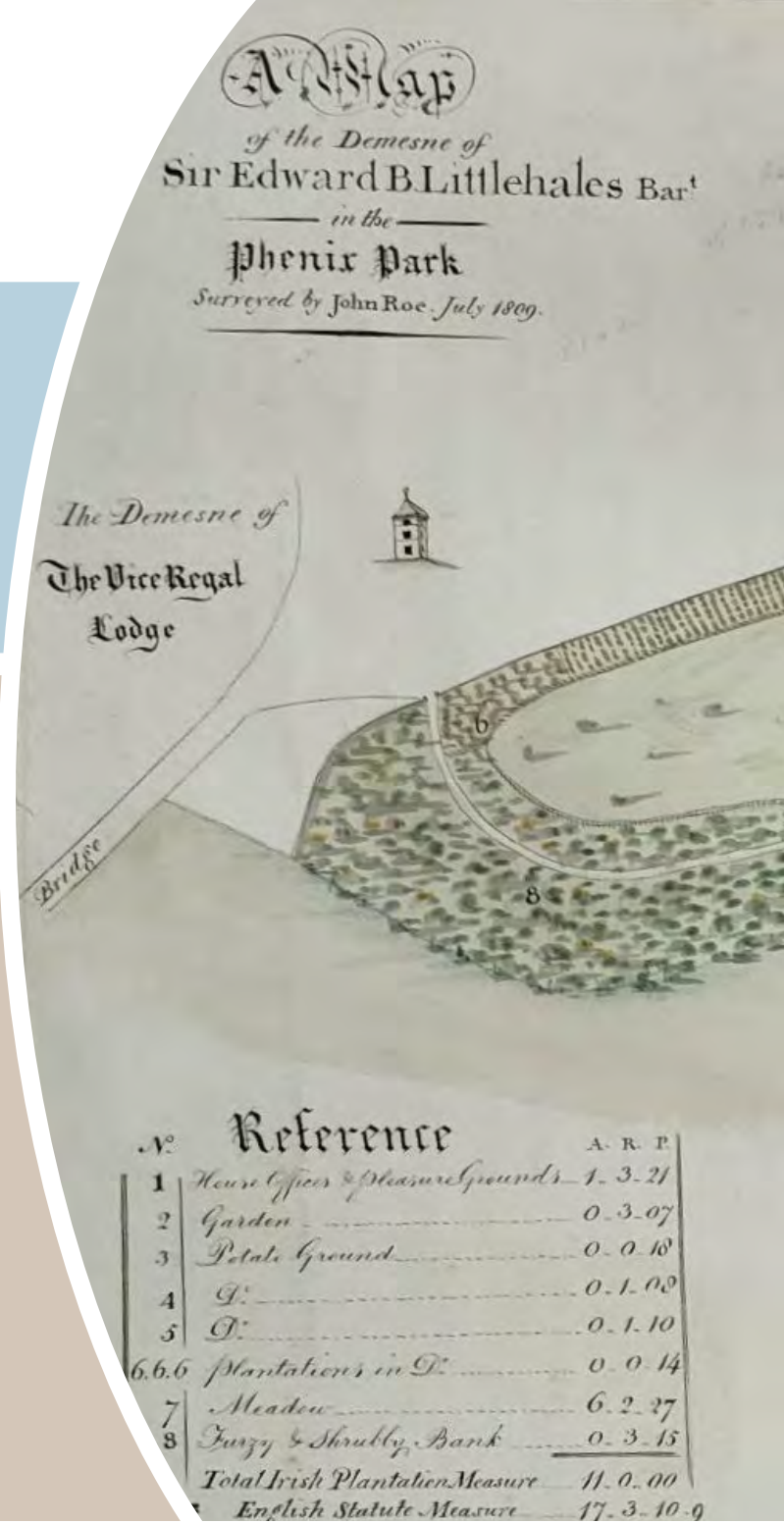
ENABLERS

DATA (ENABLER 3)

As custodians of a vast amount of data, the Library understands its value in providing evidence in support of our work. Leveraging the variety of quantitative and qualitative data will help facilitate responsive, adaptable supports for our users.

We will:

1. Adopt a coordinated approach to the collection and use of data which will inform our provision of services and collections, allowing us to respond to demand
2. Use data to develop impact cases which show the benefits of the library services, supports and collections to our community
3. Produce infographics, key library trends reports and other information to inform and assist Academic Council, UE, and others in promoting MU



ENABLERS

SUSTAINABILITY (ENABLER 4)

Our services, both virtual and physical need to be resilient and available. We recognise that the provision of these services needs to be undertaken in a way that works for our users, while also being done in a way that is environmentally responsible. As a large unit on campus, we will ensure service while seeking to reduce our impact on the environment.

We will:

1. Commit to minimizing our environmental footprint by continuing to enthusiastically engage in campus initiatives which support responsible green behaviours
2. Curate and preserve our scholarly output and collections in analogue and digital as appropriate
3. Work to ensure our services are robust and resilient to disruption
4. Be dedicated to supporting the UN's sustainable development goals by ensuring safe and accessible spaces, along with equitable access to information resources for all of our users



ENABLERS

RESOURCES (ENABLER 5)

Our services are enabled by infrastructure and resources. Similarly, our collections are much more than assets, but they entail a cost, and the need for investment is constant. In recognition of this ensuring value for money and the best use of funds is essential.

We will:

1. In conjunction with MU Finance, work to develop a 3-year financial resourcing plan to ensure sustainable resourcing
2. Explore and engage emerging technologies to enhance service provision
3. Continue to work closely with MU IT Services to maximise available technologies and resources
4. Ensure, with the support of colleagues in procurement and others, that value for money is a guiding principle of resource utilisation



IMPLEMENTATION

This plan has been prepared with substantial Library staff involvement and significant consultation with a diverse range of stakeholders. A draft version was subsequently presented to University Executive for approval.

Where possible, and appropriate, a team-based approach, will be used throughout the implementation process. Each team will focus on a particular priority or enabler. The overall process will be guided by a Strategic Plan Implementation Group (SPIG) which will be chaired by the Deputy University Librarian.

Each action will be assigned a target completion date. Implementation will be phased and will be completed by December 2028. Actions that by their nature will be ongoing will be noted as such. Preparations for our next plan will commence in line with those for the next University Strategic Plan.

