General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

The fourth meeting of the Implementation Steering Group will be held at 9am on Friday 12 March 2010 in the Academic Secretary's office in the Old Schools.

AGENDA

1.   Minutes

The Minutes of the third meeting of the Implementation Steering Group (ISG) held on 26 November 2009 are circulated.

The Minutes were received by the General Board at their meeting on 2nd December 2009. Professor Cliff drew attention to the constructive dialogue taking place between the University Librarians in institutions in the School of the Humanities and Social Sciences, and to the ongoing need to work with the Colleges in the management of journals subscriptions. The Board approved the recommendations in the Minutes. The Board appointed Professor Rallison to be Chairman of the Implementation Steering Group with effect from 1 January 2010.

2.   Update on implementation of Review Committee's recommendations

Circulated as **Paper ISG1c** is an updated workplan with accompanying draft papers for discussion.

Review of Teaching and Learning Support Services

Implementation Steering Group

Minutes of the third meeting of the Implementation Steering Group held on Thursday 26 November 2009.

Present: Professor AD Cliff (Chair), Dr N Bampos, Dr I Lewis, Mrs A Jarvis, Professor JM Rallison, Professor SJ Young, with Mr GP Allen and Mr JG Evans.

4.   Minutes

The Minutes of the second meeting of the Implementation Steering Group (ISG) held on 26 May 2009, with accompanying work plan as at May 2009 (ISG1b), were circulated for information.

5.   Matters arising

The Group was informed that there had been a Discussion on a Topic of Concern regarding the July 2008 Report of the Review Group. The transcript of the Discussion on 7 July 2009 was available in Reporter of 15 July 2009 at: http://www.admin.cam.ac.uk/reporter/2008-09/weekly/6157/30.html

The Group received General Board papers (GB 09.A.26 and 09.A.26b) from the meeting of 4 November 2009 for information. The Group was informed that Council, at their meeting on 23 November 2009, had approved the Notice for publication.

6.   Progress with implementation

(1)   Recommendation 3: Libraries integration

The Group was informed that a report has been produced, by Dr MacDougall, dated October 2009, on a framework for developing the working relationship between the University Library and the Libraries of the Faculties, Departments and other institutions.

The Group received:
(a)   the draft MacDougall report;
(b)   a note of meeting between representatives of the Faculties of Economics and History and the Institute of Criminology, the University Librarian and the Head and Secretary of the School of Humanities and Social Sciences, held on 12 November 2009 to discuss the report;
(c)   a letter from the Faculty of Economics dated 11 November 2009.

The Group noted that:
(a)   the consultant had spent some time with the Librarians of the three libraries which were the main focus of this pilot study and they were reported to be keen to proceed with affiliation;
(b)   the draft report had been compiled in very general terms, and the details were thus as yet unclear, and there was a need to clarify the most important details, i.e. resources, governance and operation, before the proposals could be subject to effective discussion;

(c)   the draft report did not make explicit any of the benefits of affiliation which should include improved effectiveness, efficiency and better value for money;

(d)   the draft report formed a basis for this discussion but the Group did not accept its recommendations in their present form and wider circulation would not therefore be constructive.

The Group agreed that:

(a)   a model governance structure should be developed for an Affiliated Library (action: Librarian, Academic Secretary);

(b)   an implementation plan should be produced to forecast the financial outcomes and benefits of the affiliation of departmental libraries, starting with the Humanities and Social Sciences examples (action Librarian, Secretary HSS);

(c)   the above items should support consultation with the institutions involved, during Lent Term 2010, and the consultation document should be clear on the reasons for, and costs and benefits of, change (action: Librarian);

(d)   the Council of the School of Humanities & Social Sciences should consider, as a transitional measure for 2010/11, identifying and isolating agreed budgets for the three Libraries earmarked for affiliation (action: Secretary HSS).

(2)   Recommendation 4: CARET and the UL

The Group was informed that the UL and CARET aimed to prepare independent plans and sum them together to create a joint submission for Planning Round 2009. Subsequently they would work together to draw up a more integrated plan to be developed during the implementation process and completed in June 2010. A request for £100K funding for five years for the running costs of CamTools had been submitted to ISSS under the UL.

The Group agreed:

(a)   that it would be helpful to explore the possibility of seconding the Director of CARET to the UL for a period to create an opportunity for him to develop a vision of electronic services in the UL (action: Librarian, Academic Secretary);

(b)   that consideration should be given to the reconfiguration of the CARET Management Committee as a University Library E-services Committee or similar (action: Librarian, Academic Secretary);

(c)   that a clear business plan for CamTools should be developed to inform discussions about its future funding (action: Librarian, Director CARET).

(3)   Recommendation 6: journals and the colleges

The Group was informed that the Cambridge Colleges Libraries Forum (CCLF) Journals subgroup under the chairmanship of Dr Mark Nicholls (Librarian, St. John's College) planned to recommend to the CCLF that the interests of College libraries appear in principle to be best served by greater integration with or full membership of the Journals Co-ordination Scheme. The CCLF had agreed to nominate Dr Mark Nicholls as the Colleges' nominated representative on the Journals Co-Ordination Scheme Steering Group.

The Group welcomed the inclusion of college representation on the Journals Co-Ordination Scheme Steering Group but they noted that the lack of a mechanism for managing journals subscriptions, and in particular cancellations and duplications, across the whole University including the Colleges was wasteful and very costly.

The Group agreed that a paper should be produced to highlight the issues to Bursars etc. including proposals for pragmatic solutions for the benefit of Cambridge as a whole (action: Librarian).

(4)   Other recommendations

The Group reviewed progress on the other recommendations and agreed that the creation of the Teaching & Learning Services Steering Group should be a priority for the General Board in the Lent Term.

7.   Procedure of the Group

The Group noted that it was to be the final meeting under the Chairmanship of Professor Andrew Cliff and thanked him for the energy and drive he had put into its work.

The Group noted that the Pro-Vice-Chancellors (Planning & Resources and Education), with the Academic Secretary, would make a recommendation about future chairmanship of the Group.

JGE
30 November 2009

GB Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) workplan March 2010

	Recommendations of Review Committee	**Update**	**Next steps**
1	The role of the University Librarian should be rapidly developed to become *de facto* <u>Director of Library Services</u> and the UL should become responsible for the <u>provision and dissemination of materials for teaching and learning across the University</u>. This role should have responsibility for ensuring the provision across the University not only of electronic resources, which are rooted in the traditional activities of the UL (e-journals and e-books), but also the wide spectrum of web-based e-learning resources available over the internet. Close collaboration with the Education Committee will be essential to ensure that the provision of pedagogic support services is congruent with the teaching and learning mission of the University.	May 2009 ▪ The University Librarian suggested that it will be some time before sufficient progress had been made to conclude that declaring *de facto* Director of Library Services is realistic. ▪ ISG agreed to consider creation of Teaching & Learning Services Steering Group at a future meeting. November 2009 ISG agreed that the creation of the Teaching & Learning Services Steering Group should be a priority for the General Board in the Lent Term. **March 2010** ▪ **Draft constitution and terms of reference for Teaching & Learning Services Steering Group to be considered**	The RMC are to consider the creation of a Teaching & Learning Innovation Fund at their meeting on 10 March 2010. **Academic Secretary to report**
2	Consideration should be given to merging the work of the UL Syndicate and the General Board's Committee on Libraries into a <u>single Syndicate</u> which is able work with and develop with the University Librarian a strategic vision which will ensure, amongst other things, that the UL can deliver the e-information and e-learning support for the University's institutions.	The University Librarian did not recommend proceeding with this merger until close links with a mass of Faculty/Department Libraries were more generally established.	

	Recommendations of Review Committee	Update	Next steps
3	The Librarian will need to work with the <u>library staff in the faculties</u> and departments to ensure that faculty and departmental libraries can deliver e-learning support to their users. Different methods of delivery, working environments and a closer managerial relationship with the UL should be considered.	**May 2009** The University Librarian was engaging initially with the Librarians in the School of the Humanities and Social Sciences, with the support of the Council of the School - the first phase would focus on the Sidgwick Site Libraries in the School. The University Librarian favoured a strategy of integrating one School (HSS) successfully first before extending the model to others. **March 2010** ▪ **A model governance structure is being developed for an Affiliated Library;** ▪ **An implementation plan is being produced;** ▪ the above items will support consultation with the institutions involved, during Lent/Easter Term 2010, ▪ the Council of the School of Humanities & Social Sciences will identify and isolate agreed budgets for 2010/11 for the three Libraries earmarked for affiliation.	**Librarian to report: Appendices 3i, 3ii, 3iii refer.** **Librarian to report: Appendices 3iv plus annex refer.**
4	The governance structure of CARET should be changed, along with its basis of funding, to ensure the longer term future of this organisation which develops critical pedagogic support to staff and students. It is proposed that <u>CARET should be placed</u> within two years, along with permanent core funding, under the umbrella of the UL by adopting the sub-department model of governance (Statutes and Ordinances, p.595). This would give CARET an ability to run its own affairs and budget within the constraints of overall report to the University Librarian. A consequence is that a Management Committee for CARET would no longer be required.	**November 2009** ISG noted that the UL and CARET aimed to create a joint submission for Planning Round 2009. Subsequently they would work together to draw up a more integrated plan to be developed during the implementation process and completed in June 2010. A request for £100K funding for five years for the running costs of CamTools had been submitted to ISSS under the UL. ISG agreed: ▪ that it would be helpful to explore the possibility of seconding the Director of CARET to the UL for a period to create an opportunity for him to develop a vision of electronic services in the UL; ▪ that consideration should be given to the reconfiguration of the CARET Management Committee as a University Library E-services Committee or similar; ▪ that a clear business plan for CamTools should be developed to inform discussions about its future funding.	. **Librarian to report**

	Recommendations of Review Committee	Update	Next steps
5	The Language Centre has developed a distinctive method for delivering teaching and learning, part on-line and part face-to-face and there is potential for extending this to other subject areas. To exploit this potential, the Language Centre should also be reassigned to the UL within two years, together with its allocation, under the sub-Department model. As with CARET, a Management Committee for the Language Centre would no longer be required	May 2009 Academic Secretary to review the membership of the Committee of Management to facilitate links with the partners involved in implementation.	**Academic Secretary to report**
6	In the interests of efficiency and cost, the purchase of all subscriptions for journals (and, in time, electronic books) should become the responsibility of the University Librarian in consultation with the Journals Coordination Steering Committee (JCSC). It is recommended that UEF funds currently allocated to the UL and Schools for these purposes should be transferred to a separate fund under the control of the University Librarian for 2009/10 onwards. The University Librarian should be invited to work, in the future, with the Colleges (through the Cambridge College Libraries Forum) to improve the coordination of library services across the Cambridge library system.	November 2009 ISG agreed that a paper should be produced to highlight the issues [re the lack of a mechanism for managing journals subscriptions, and in particular cancellations and duplications, across the whole University including the Colleges] including proposals for pragmatic solutions for the benefit of Cambridge as a whole.	**Librarian to report** **Appendix 6 refers**
7	The role of the UCS in pedagogy should be reviewed, in consultation with ISSS and the Education Committee, to include, for example, consideration of a strategy for improving support for academic activities and access to on-line resources for all students. The former would be enabled by the development of a culture more receptive to external innovation. The latter would be accelerated by the rapid spread of the Lapwing wireless service and the development of mechanisms by which non-matriculated students can gain access through Raven authentication.	May 2009 The UCS submission to Planning Round 2009 to include at least an annex on support for this element of the UL's work.	**Director UCS to report**
8	The (academic) Staff Development section of the HR Division has a role to play in helping to deliver staff training in pedagogy. The University Librarian and the Director of HR should be invited to work with the PVC (Education) to report on how this might be achieved.	The Centre for Personal and Professional Development was evolving.	

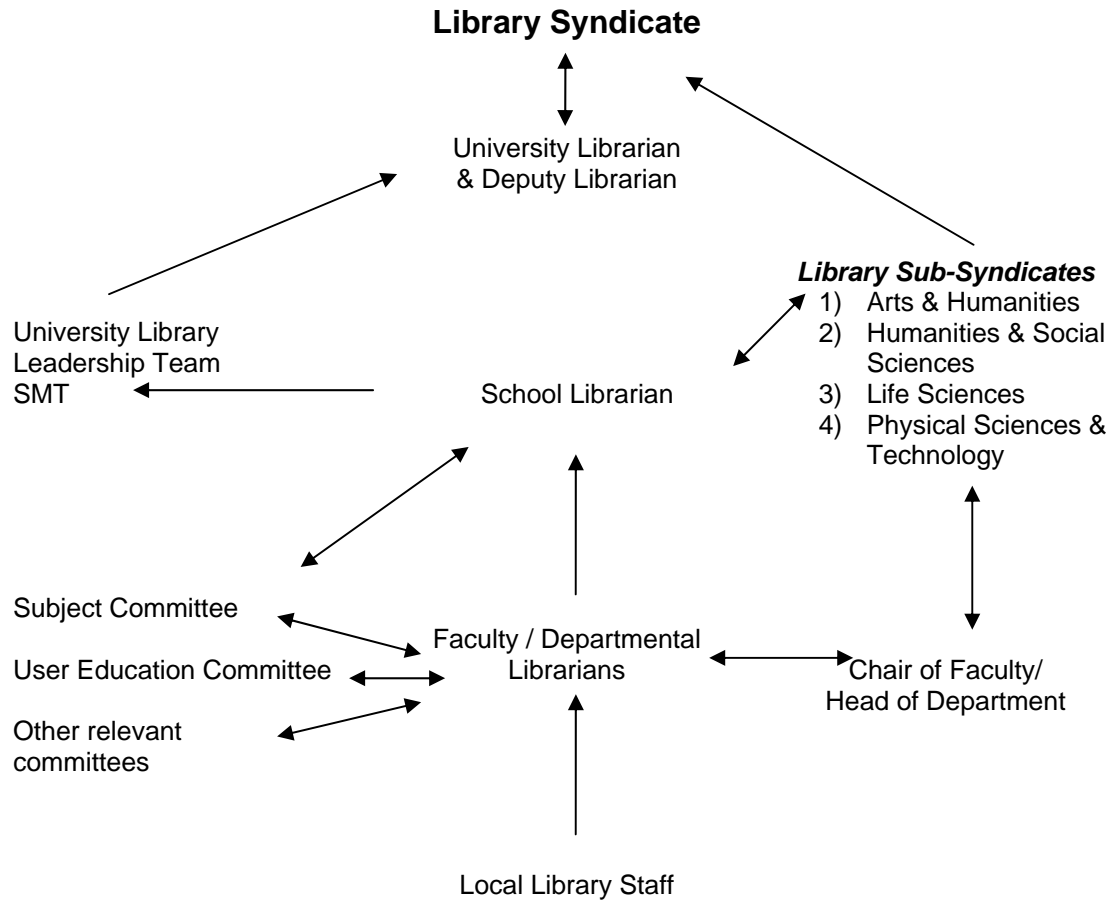|	**Recommendations of Review Committee**	**Update**	**Next steps**
9	When planning for the redevelopment of the central sites, consideration should be given to the potential benefits of co-locating some of the many small units discussed in this report including CARET, the Language Centre and, where appropriate, Faculty and Departmental Libraries.	May 2009 The Council of the School of the Humanities and Social Sciences was encouraging the University Librarian to consider consulting, as soon as was practically possible, on the potential for accommodating the libraries of the intended occupants of 7 West Road on or closer to the Sidgwick Site on a timescale parallel to the completion of the new building.	
10	The General Board has been made aware of the constraints under which the UL and the other institutions are operating and will understand that some resources will inevitably be required to realise this strategic vision. While some economies of scale will be possible, it is likely that there will be a need to provide some funding to enable the restructure in the short and possibly medium term. This might include provision for the costs of: ▪ rationalisation of paper versions of low use materials which are available electronically to include, potentially, re-housing, cataloguing and the need for a destination space; ▪ the software and hardware necessary to support the development of pedagogic support materials, as well as the additional cost of those resources themselves; ▪ staffing needed to support and manage these methods of pedagogic support, which may be additional to those currently provided by either the UL or Faculties and Departments, and/or may require training, development and reorganisation to maintain skills in step with developments.	May 2009 ISG notes that consideration must be given to making provision for additional funding for the UL to enable the University Librarian to implement this general program of work. To be taken into account in Planning Round 2009 – UL/PRAO.	**Librarian to report**

ISG membership currently:

PVC Rallison, PVC Young, Professor Ford, Dr Bampos, Mrs Jarvis, Dr Lewis, with Mr Allen and Mr Evans.
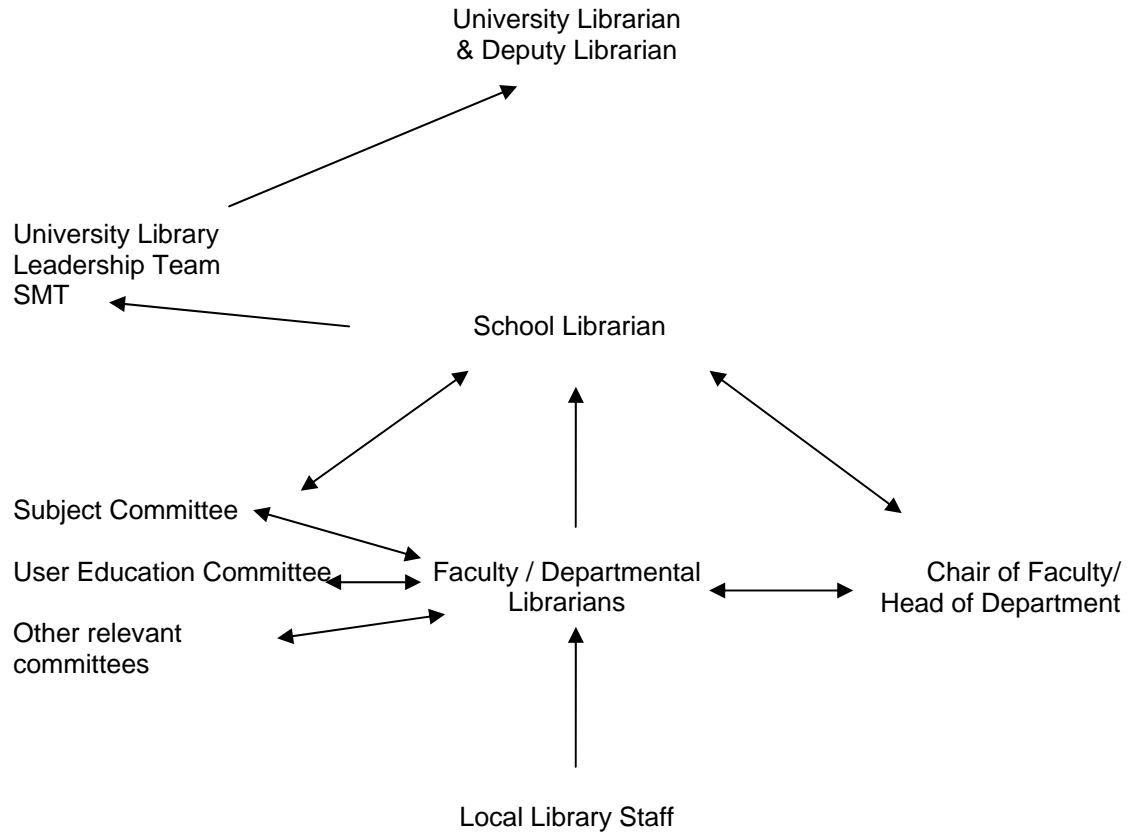
JGE
9 March 2010

DRAFT
Governance Structure

Library Syndicate

University Librarian
& Deputy Librarian

University Library
Leadership Team
SMT

School Librarian

Library Sub-Syndicates
1) Arts & Humanities
2) Humanities & Social
   Sciences
3) Life Sciences
4) Physical Sciences &
   Technology

Subject Committee

User Education Committee

Other relevant
committees

Faculty / Departmental
Librarians

Chair of Faculty/
Head of Department

Local Library Staff

DRAFT
Management Structure

University Librarian
& Deputy Librarian

University Library
Leadership Team
SMT

School Librarian

Subject Committee

User Education Committee

Other relevant
committees

Faculty / Departmental
Librarians

Chair of Faculty/
Head of Department

Local Library Staff

DRAFT

Constitution

The University Library and Affiliate Libraries shall jointly constitute an institution under the supervision of the General Board.

Library Syndicate

The Library Syndicate shall consist of:

(*a*) the Vice-Chancellor (or a duly appointed deputy), who shall be Chairman;

(*b*) two persons appointed by the Council, who shall be appointed in the Michaelmas Term to serve for two years from 1 January following;

(*c*) eight persons appointed by the General Board, who shall be appointed in the Michaelmas Term to serve for four years from 1 January following;

(*d*) two persons elected from among their own number by the holders of University offices in the University Library and affiliate libraries, who shall be elected in the Michaelmas Term to serve for two years from 1 January following;

(*e*) not more than four persons co-opted by the Syndicate;

(*f*) not more than two members of the University *in statu pupillari* co-opted by the Syndicate. Members in classes (*e*) and (*f*) shall serve until 31 December of the year following that in which they are co-opted, provided that if a member in class (*f*) ceases to be *in statu pupillari* he or she shall thereupon cease to be a member in that class.

2. All meetings of the Syndicate shall be summoned by the Vice-Chancellor; there shall be at least one and normally two meetings each term.

3. No business shall be transacted at any meeting unless at least four members are present.

4. Under the provisions of Statute K, 20(*c*), the appointment of members of the Board of Electors to the office of Librarian, the appointment of members of the Appointments Committee for the University Library, and the co-optation of members of the Syndicate in class (*e*) shall be reserved business.

5. (*a*) The Syndicate shall supervise the management of the University Library.

(*b*) There shall be an Arts and Humanities Sub-syndicate, Humanities and Social Sciences Sub-syndicate, Life Sciences Sub-syndicate and Physical Sciences and Technology Sub-syndicate. Through the agency of these Sub-syndicates the Syndicate shall supervise the management of the affiliated libraries

(*c*) The Syndicate shall supervise the custody and arrangement of the University Archives.

6. (*a*) The Syndicate shall do all such things as in their opinion are necessary or expedient for the regulation, security, and improvement of the University Library and Affiliated libraries. They shall exercise a general oversight over all matters relating to the administration, staffing, and financial resources of these libraries, and shall be empowered to make recommendations to the General Board about the staff, accommodation, and equipment needed for their proper functioning.

(*b*) In the exercise of their power of making rules for the management of the Library, the Syndicate shall have power to approve, through the agency of the Sub-syndicates, rules for the use of the Affiliated Libraries. (In the case of the Central Science Library these rules shall be consistent with the provisions of the agreement between the University and the Philosophical Society).

(*c*) The Syndicate shall also be empowered to sell or exchange duplicate books, to deposit on loan in any library belonging to the University such books upon such conditions and for such periods as they shall think fit, to participate, subject to the provisions of Regulation 12 of the regulations for the use of the University Library, in national inter-library lending schemes, and, in the exercise of their powers and duties, to make such contracts and charges as they shall think fit.

7. The Syndicate shall make an Annual Report to the General Board, and such other reports to the University as they shall think fit.

8. The Physical Sciences and Technology Libraries Sub-syndicate shall consist of:

(*a*) Three persons appointed by the Library Syndicate;

(*b*) two persons appointed by the Council of the School of the Physical Sciences;

(*c*) two persons appointed by the Council of the School of Technology;

(*e*) not more than three persons co-opted by the Sub-syndicate, provided that it shall not be obligatory to co-opt any person or persons;

(*h*) one member of the University *in statu pupillari*, normally a graduate, co-opted by the Subsyndicate.

Members in classes (*a*)–(*f*) shall serve for four years from 1 January following their appointment. Members in classes (*g*) and (*h*) shall serve until 31 December of the year in which they are co-opted or of the following year, as the Sub-syndicate shall decide at the time of their co-optation, provided that if a member in class (*h*) ceases to be *in statu pupillari* he or she shall thereupon cease to be a member in that class.

9. The Life Sciences Libraries Sub-syndicate shall consist of:

(*a*) Two persons appointed by the Library Syndicate;

(*b*) Two persons appointed by the Council of the School of the Biological Sciences;

(*c*) Two persons appointed by the Faculty Board of Clinical Medicine;

(*d*) Two persons appointed by the School of Veterinary Medicine

(*e*) Two persons appointed by the Council of the Cambridge Philosophical Society

(*e*) not more than three persons co-opted by the Sub-syndicate, provided that it shall not be obligatory to co-opt any person or persons;

(*e*) one member of the University *in statu pupillari*, normally a graduate, co-opted by the Subsyndicate.

Members in classes (*a*)–(*c*) shall serve for four years from 1 January following their appointment. Members in classes (*d*) and (*e*) shall serve until 31 December of the year in which they are co-opted or of the following year, as the Sub-syndicate shall decide at the time of their co-optation, provided that if a member in class (*e*) ceases to be *in statu pupillari* he or she shall thereupon cease to be a member in that class.

10. The Humanities and Social Sciences Libraries Sub-syndicate shall consist of:

(*a*) Two persons appointed by the Library Syndicate;

(*b*) Four persons appointed by the Council of the School of Humanities and Social Sciences;

(*c*) not more than three persons co-opted by the Sub-syndicate, provided that it shall not be obligatory to co-opt any person or persons;

(*d*) not more than two members of the University *in statu pupillari* co-opted by the Sub-syndicate.

Members in classes (*a*) and (*b*) shall serve for four years from 1 January following their appointment. Members in classes (*c*) and (*d*) shall serve until 31 December of the year in which they are co-opted or of the following year, as the Sub-syndicate shall decide at the time of their co-optation, provided that if a member in class (*d*) ceases to be *in statu pupillari* he or she shall thereupon cease to be a member in that class.

11. (*a*) Each Sub-syndicate shall elect a Chairman from among those of their own members who are members of the Library Syndicate.

(*b*) No business shall be transacted at any meeting of a Sub-syndicate unless at least four members are present.

(*c*) The provisions of Statute K, 20 concerning reserved business shall apply to each of the Sub-syndicates as if it were a body constituted by Statute; the election of the Chairman and the co-optation of members of each Sub-syndicate shall also be reserved.

(*d*) The Librarian shall act as Secretary of each Sub-syndicate.

12. In respect of each of the affiliated libraries the relevant Sub-syndicate shall have the following duties:

(*a*) to co-ordinate policies between the University Library and the affiliated libraries;

(*b*) to submit recommendations to the Library Syndicate concerning the location in the affiliate libraries of library material received under the Legal Deposit Libraries Act;

(*c*) on behalf of the Library Syndicate, and subject to their approval, to make rules for the use of the affiliates libraries;

(*d*) to submit to the Library Syndicate statements of needs for the affiliate libraries. Such statements shall be submitted after consultation with the Council of Schools.

13. The Library Syndicate shall give advice, at the request of any Affiliate Library, or of the General Board, on the co-ordination of the holdings of periodicals in libraries within the University.

Staff of the University Library and the affiliate libraries (TO BE CONTINUED?)

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the Medical Library and the Squire Law Library s

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Deleted: 1. The staff of the University Library, including for this purpose the dependent libraries (the Betty¶
and Gordon Moore Library, the Central Science Library, the Medical Library, and the Squire Law¶
Library), shall consist of the Librarian, the Deputy Librarians, the Senior Under-Librarians, the Under-¶
Librarians, the Assistant Under-Librarians, the Assistant Library Officers, the Graduate Trainees, the¶
Medical¶
Library Subsyndicate.¶
Law Library¶
Sub-syndicate.¶
Sub-syndicates.¶
Duties.¶
Co-ordination¶
of periodicals.¶
Constitution.¶
OTHER INSTITUTIONS UNDER THE SUPERVISION OF THE GENERAL BOARD 645¶
holders of such other offices as may be established in the Library from time to time, and the University **Library.**¶
assistants.¶
2. (*a*) This staff shall include officers designated by the Library Syndicate, on the recommendation¶
of the Librarian, as follows:¶
(i) two officers designated respectively Keeper of Manuscripts and University Archives and Deputy¶
Keeper of the University Archives;¶
... [1]

1. The staff of the University Library, including for this purpose the dependent libraries (the Betty
and Gordon Moore Library, the Central Science Library, the Medical Library, and the Squire Law
Library), shall consist of the Librarian, the Deputy Librarians, the Senior Under-Librarians, the Under-
Librarians, the Assistant Under-Librarians, the Assistant Library Officers, the Graduate Trainees, the

Medical
Library Subsyndicate.
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Constitution.

OTHER INSTITUTIONS UNDER THE SUPERVISION OF THE GENERAL BOARD 645

holders of such other offices as may be established in the Library from time to time, and the University **Library.**
assistants.

2. (*a*) This staff shall include officers designated by the Library Syndicate, on the recommendation
of the Librarian, as follows:
(i) two officers designated respectively Keeper of Manuscripts and University Archives and Deputy
Keeper of the University Archives;
(ii) three officers designated for duties in the dependent libraries, who shall be responsible for the
management of those libraries.
(*b*) In addition to the officers specified in sub-paragraph (*a*)(ii) above, the Library Syndicate, on the
recommendation of the Librarian, may also designate other officers for duties in any of the dependent
libraries.
(*c*) The Library Syndicate may make appointments to such University offices of Curator as may be
approved by the General Board, and may appoint such Honorary Keepers as they themselves think fit.

3. The number of University offices of Deputy Librarian, Senior Under-Librarian, Under-Librarian,
Assistant Under-Librarian, Assistant Library Officer, and Graduate Trainee shall be determined from
time to time by the General Board on the recommendation of the Library Syndicate, provided that
there shall not be more than two offices of Deputy Librarian. The number of University assistants shall
be determined from time to time in accordance with the regulations for employment by the University.

4. Appointments and reappointments to a University office on the staff of the University Library,
other than the office of Librarian or an office of Curator, shall be made in accordance with the

arrangements agreed from time to time by the competent authority.

5. Appointments and reappointments to an office of Graduate Trainee shall be for such periods as
shall be determined under the arrangements in Regulation 4, provided that the total tenure of the office
shall not exceed three years.

6. The Librarian and the Deputy Librarians shall be in residence in the University during term and
for four weeks in the Long Vacation, and shall not be absent for more than two nights in any week
during Full Term without obtaining the permission of the Chairman of the Syndicate.

7. The Syndicate shall have power to appoint a Deputy Librarian to be Acting Librarian during any
period of absence from duty of the Librarian, or during any period when there is a vacancy in the
office of Librarian.

8. It shall be the duty of the Librarian:
(*a*) subject to the direction of the Library Syndicate, to be responsible for the acquisition of books,
manuscripts, periodicals, microfilms, and other materials appropriate to the University Library
and the dependent libraries, for their cataloguing, classification, arrangement, and safe custody,
for their binding, repair, and conservation, for making them available to users subject to any
safeguards that may be desirable, and for the provision of such other services as may be
appropriate;
(*b*) to perform, in relation to the University Library and the dependent libraries, the duties assigned
to the Head of a Department by Statute C, V, 3(*b*) and (*c*);
(*c*) to act as the General Board's principal adviser on matters relating to libraries.

9. The holders of other University offices on the staff of the University Library and the dependent

FIRST DRAFT

University Library and the School of the Humanities and Social Sciences

Affiliated Libraries: a consultation paper on implementation

This paper outlines a plan for the affiliation of the Faculty, Departmental and other Libraries in the School to the University Library with a detailed focus on the first phase of implementation.

1.   The General Board, at their meeting in July 2008, agreed to approve the recommendations of the report of the Review of Teaching and Learning Support Services in principle and to consult with the authorities concerned on the detailed implementation of them.   The Board noted, amongst other things, that there was an opportunity for those libraries which were embedded in Faculties and Departments to benefit from interaction at certain levels.

2.   The report of the Review Committee included a vision for the delivery of electronic materials, web tools and integrated data to support teaching and learning across the University. It noted that the current structure of independently run Faculty and Departmental Libraries does not permit the delivery of a coherent strategy in this regard.

3.   Within the University, about 75% of the staff and (approximately £20M) expenditure on libraries is within the UL and its four dependant libraries.   Outside the UL and its dependents, 46 Faculties, Departments and other institutions have their own libraries and 13 of these are in the School of the Humanities & Social Sciences. Of the 13, 3 are based on Sidgwick Site, 4 on New Museums Site, 5 in Mill (or Laundress) Lanes plus Education on Hills Road.

4.   Council of the School and its Resource Committee have noted that, following the transfer of journals funding to the Journals Coordination Scheme, only 3.5% (about £40k) of the total Library budgets (of £1.2M) remain available for non-pay expenditure. The resource base continues to contract, in real terms, so the Libraries have a small and shrinking means with which to procure materials. Furthermore, there is considerable duplication of printed materials across Cambridge. Without a re-think of the way in which the Departmental Libraries' services are delivered, therefore, the Libraries as a whole will not deliver best value for money and will risk stagnation.

5.   At the meeting on 8 May 2009, the Council noted that the School was working with the University Librarian who had also met with a group of Librarians in the School. It had been agreed that they would consider models to facilitate closer integration with the UL with an initial focus on the Sidgwick Site and to that end she would work with the Librarians from Economics and History and Criminology. Council had welcomed the progress and agreed that the School should also encourage the University Librarian to consider consulting, as soon as was practically possible, on the potential for accommodating the libraries of the intended occupants of 7 West Road on or closer to the Sidgwick Site on a timescale parallel to the completion of the new building.

6.   At the meeting on 27 November 2009, the Council was informed of discussions at a meeting of the General Board Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) held the day beforehand.

The ISG had agreed that:
(a)   a model governance structure should be developed for an Affiliated Library;
(b)   an implementation plan should be produced to forecast the financial outcomes and benefits of the affiliation of departmental libraries, starting with the Humanities and Social Sciences examples;
(c)   the above items should support consultation with the institutions involved, during Lent Term 2010, and the consultation document should be clear on the reasons for, and costs and benefits of, the change;
(d)   the Council of the School of Humanities & Social Sciences should consider, as a transitional measure for 2010/11, identifying and isolating agreed budgets for the three Libraries earmarked for affiliation.

The Council agreed that the benefits of affiliation of libraries should include improved effectiveness, efficiency and better value for money and noted that Resource Committee would work on the details of Library budgets for 2010/11 for consideration at a later date.

7.   The recommendations of the November ISG were subsequently approved by the General Board on 2 December 2009. At the time Professor Cliff, Pro-Vice-Chancellor and Chairman of the ISG, drew attention to the constructive dialogue taking place between the University Librarian and the Librarians in institutions in the School of Humanities and Social Sciences, and to the ongoing need to work with the Colleges in the management of journals subscriptions.

8.   Phase 1 of the proposed affiliation therefore potentially involves Economics, History and Criminology. Phase 2 would include the collections of Politics & International Studies, African Studies, Development Studies, Latin American Studies, MIASU and South Asian Studies; the Land Economy Library remaining in Mill Lane would also inevitably come under consideration. Phase 3 would involve a rethink of the Libraries remaining on the New Museums Site i.e. Archaeology & Anthropology, Sociology, Psychology, History & Philosophy of Science and could usefully consider the inclusion of Land Economy. The Library of the Faculty of Education stands alone on Hills Road and could opt in to affiliation during any of the above periods.

9.   The main reasons for change are therefore: adapting services to the electronic environment, including the changing needs of students and researchers; and delivering the most effective and efficient service during a period of constraint.

10.   The main service benefits of a federated library service include:
(a) It will be possible to take a long-term strategic approach to information provision, services and support for the benefit of academic staff and students. In order to develop cutting-edge services in a digital world, a unified core structure will be essential to the university wide implementation of the strategy.
(b) A new approach to subject specialization provided by department and faculty librarians with support from language and digitisation experts in the University Library. This will enable the strategic integration of core teaching and learning resources and the coordinated development of CamTools on a subject as well as inter-disciplinary basis. Common practice and standards for information services and content delivered through CamTools will be implemented more effectively.
(c) A coordinated approach to harnessing developments in IT will enable the delivery of existing and future services more efficiently and cost-effectively. New services such as electronic document / desk-top delivery, acquisition of e-resources and

the creation of digitized resources will be accessible to users in a consistent and transparent way.

(d) Provision and support of technical services, e.g. central purchasing agreements, will benefit from shared expertise and resources.

(e) Federation will enable the identification and implementation of appropriate, consistent and transparent policies and services standards across the system. Lending and admissions policies, opening hours, regulations governing the use of libraries can be simplified for the benefit of our users.

(f) Comprehensive and effective induction, information and research skills programmes can be developed and delivered at different venues utilizing the expertise of staff throughout the federated system while maximizing use of shared resources as appropriate. Agreed standards and minimum requirements will ensure a more consistent experience for students regardless of subject area.

(g) A long-term human resources strategy encompassing all libraries in the federated environment will ensure effective succession planning and career development for library staff. The development of apposite skills, appropriately located based on the needs of the user community will be a key benefit of this new structure.

(h) Consistent collection development policies will maximize information provision and access to resources.

(i) Library spaces throughout the system can be assessed with the view to maximizing their effectiveness with regard to storage of material, service delivery and the changing needs of students and academic staff.

11. Governance and management structures for a fully integrated federated structure are currently being drafted. Any formal structures will need to be approved through the normal processes of the University. In the interim, the UL proposes to move ahead with the implementation plan through pilot agreements with departments and faculties and Schools, as represented by the recent formal working relationship established between the UL and the Faculty of Music. Joint responsibility utilizing existing governance and management structures form the framework of the agreement.

12. Proposed timetable:

Phase 1   Transition 2010/11, Affiliation 2011/12

During this period the University Librarian has suggested that the Librarian of the Faculty of History would be invited to join the UL Senior Management Team on a temporary basis to represent the three affiliated libraries.
Towards the end of 2011/12 the post of Librarian for the School of Humanities and Social Sciences would be advertised and applicants invited from within the School only.

Phase 2   Transition 2011/12, Affiliation 2012/13;

Phase 3   Affiliation 2013/14

13. The financial and staffing resource supporting the various Departmental Libraries in the School is detailed in **annex 1**:

14. The pace of delivery of the recommendations of the GBRTLSS is entirely dependent not only upon the consent, but the active cooperation of the School, and the receipt of appropriate support and funding from the University.

The UL will continue to supplement central funding through fundraising and external trading activities. (Expenditure in 2008/09 - 65% chest, 35% external sources).

An examination of the costs of the Library service in the three pilot libraries in the SHSS demonstrates that about 90% of the Chest costs pertain to staff rather than materials and services. Small savings can be made in relation to invigilation costs through reduction in opening hours while more substantial cost savings can be identified when library services merge (e.g. 7 West Road) into one building.

Non-staff costs will tend to transfer rather than decline, e.g. from print to electronic, (books and journals). There is no indication that costs will dramatically reduce (e-resources incur vat and publisher models have suggested that e-costs will be at the same level as print costs).

Schools will make a saving in relation to central staff support - Planning Round, Financial activities, HR procedures etc., but recurrent funding to support these activities will need to be identified for the federated library service.

PROVISIONAL

School of Humanities and Social Sciences

Library Staffing - as per 2009/10 Budget

	Grade 9	Grade 8	Grade 7	Grade 6	Grade 5	Grade 4	Grade 3	Grade 2	**Total FTE**	Chest Funded	Non-Chest Funded	
History	1.0			1.0		2.0		1.0	**5.0**	4.3	0.7	Res Overheads, Library Reserves
Criminology		1.0			1.0				**2.0**	2.0		
Economics	1.0			1.0		0.6	1.2		**3.8**	3.4	0.4	Trust Fund
Politics and International Studies								0.1	**0.1**	0.1		
African Studies				1.0			0.3		**1.3**	1.3		
Development Studies						0.3		0.2	**0.5**	0.5		
Latin American Studies						1.0			**1.0**	1.0		
South Asian Studies	0.4	1.0							**1.4**	1.4		
Archaeaology and Anthropology		1.0			1.0		1.8		**3.8**	3.8		
Sociology and Psychology			1.0	0.5	1.0		2.0	0.5	**5.0**	5.0		
History and Philosphy of Science				1.0			1.0		**2.0**	2.0		
Land Economy			0.7			0.4	0.7		**1.8**	1.1	0.7	Trust Fund
Faculty of Education	1.0			1.0	0.6	2.0	3.0		**7.6**	7.6		
Total	3.4	3.0	1.7	5.5	3.6	6.3	10.0	1.8	**35.3**	33.5	1.80	

Library Budgets - Chest (£k)

	09/10 Chest Pay - Budget	09/10 Chest Pay - Library Asst / Invigilation	09/10 Chest Non-pay Exp	09/10 Chest Equip Budget	**09/10 Chest Total Budget**	
History	158.9	6	33.9		**198.8**	
Criminology	86.1	4.4	3.9		**94.4**	
Economics	157.5	15.3	17.8		**190.6**	
Politics and International Studies	3.8				**3.8**	
African Studies	49.9		3.6		**53.5**	
Development Studies	5.4		7.8		**13.2**	Preston costed in Land Economy
Latin American Studies	31.1		3.7		**34.8**	
South Asian Studies	73.8	3.7			**77.5**	
Archaeaology and Anthropology	124.9	0.4	1.6		**126.9**	
Sociology and Psychology	144.5	1	17.9		**163.4**	
History and Philosphy of Science	63.6		3.6		**67.2**	
Land Economy	24.9		5.4	2.3	**32.6**	
Faculty of Education	242.5		42.3		**284.8**	
Total Chest Budget	1166.9	30.8	141.5	2.3	**1341.5**	

Library Expenditure - Non-Chest Activity 2008/09 (£k)

	Trust Fund Income	Trust Fund Expenditure	External Trading Income	External Trading expenditure	Donation income	Donation expenditure	Total Non-Chest Surplus / (Deficit)
History			23.6	(21.3)			2.3
Criminology			0.1				0.1
Economics	56.6	(41.5)	3.7	(1.9)			16.9
Politics and International Studies							0.0
African Studies			0.7	(0.2)			0.5
Development Studies							0.0
Latin American Studies							0.0
South Asian Studies							0.0
Archaeaology and Anthropology			11.4	(10.4)	0.6	(0.4)	1.2
Sociology and Psychology			0.4	(0.4)			0.0
History and Philosphy of Science	16.9	(16.9)					0.0
Land Economy			5.6	(8.7)			(3.1)
Faculty of Education			2.8	(0.1)			2.7
Total Non-Chest Activity	**73.5**	**(58.4)**	**48.3**	**(43.0)**	**0.6**	**(0.4)**	**20.6**

Library - Reserves (as at 31 July 2009) - £k

	External Trading	Chest	Other	Spendable Capital	Total Reserves
History	11.4	11.5			22.9
Criminology	0.1	(0.3)			(0.2)
Economics	179.3			110.1	289.4
Politics and International Studies					0.0
African Studies	1.4				1.4
Development Studies		0.7	0.7		1.4
Latin American Studies	0.1				0.1
South Asian Studies					0.0
Archaeaology and Anthropology	2.8	0.5	6.6		9.9
Sociology and Psychology	1.1				1.1
History and Philosphy of Science					0.0
Land Economy	3.7	0.3			4.0
Faculty of Education		(9.1)			(9.1)
Total Reserves	**199.9**	**3.6**	**7.3**	**110.1**	**320.9**

JOURNAL CO-ORDINATION SCHEME

The Journal Co-ordination Scheme (JCS) is a core activity which supports the research, teaching and learning needs across the Cambridge community. 2009-10 is the first year in which it has operated as an Administered Fund with appropriate consultations mechanisms in place.

The JCS has requested a 9% increase to ensure a stand-still situation in relation to current subscriptions for 2010/11 (2011 subscription year).

Challenges:

Two thirds of current expenditure is tied into multi-year bundled deals which makes it very difficult to cancel deals when there is an economic downturn. The advantage of these deals is that they provide electronic access to many more titles than could be afforded on an individual basis. There is a normally a price increase cap over the period of the deals (5% is the norm) but currency fluctuations can negate any advantage. Most of the current major deals are with European and US publishers, e.g. Elsevier, Springer, and American Chemical Society. Elsevier and Springer represent a total commitment of just under Euro €2 million for 2009/10.

Usage statistics for most of these deals is extremely high. The University of Cambridge is the second highest users in the UK (after Oxford) of ScienceDirect. There were 1,312,844 downloads in 2008-09.

One third of current expenditure relates to individual titles outside the deals. Many Arts & Humanities and Humanities & Social Sciences journals fall in to this category. They are in general not as expensive as STM journals and so larger numbers of these titles would have to be cancelled in order to make significant savings.

Cancellation of these titles would also have consequences from an academic point of view. They are generally from smaller and often more specialised publishers or Learned Societies and are regarded in some disciplines as being core titles. Many Learned Societies rely on revenue from journals subscriptions in order to survive.

Strategies for the Immediate Future:

The Steering Committee for the JCS is committed to seeking appropriate savings to ensure a cost effective scheme. To this end it will seek to explore the following options:

- A move to e-only subscriptions. Some savings can be made with certain publishers by moving to e-only subscriptions. These subscriptions will incur VAT, but pricing models from some publishers will still make this a cheaper alternative than print plus online costs.
    - *This will necessitate a review of the current principle of retaining one print copy of a title in Cambridge. This principle was adopted when the JCS was first set up.*
- There are still a number of duplicate print subscriptions within the JCS which will be considered for cancellation:
    1. Cancellation of duplicate print titles where online access is also available.

      2. Cancellation of duplicate print titles (where no online access is available)
- o *This will necessitate a cessation of the policy of loaning print periodicals by some libraries.*

- A step-up in negotiations in liaison with the University's Central Purchasing Office to secure more affordable deals along with close liaison with the NESLI negotiation agent who acts UK's national initiative for the licensing of electronic journals on behalf of the higher and further education and research communities negotiating agreements with publishers for the licensing of electronic journals.

- College library involvement with discussion of possible contributions. The JCS is reliant on the continued subscription to a number of journals by college libraries. Terms and conditions of site licences stipulate the maintenance of all current institutional subscriptions (i.e. levels of expenditure) inclusive of college libraries. Cancellation of such subscriptions would result in the JCS being required to pay penalties.

- Meetings have taken place with the Cambridge Colleges Library Forum (CCLF) Journals Subgroup to discuss opportunities and possible ways in which college libraries could work with the Journals Co-ordination Scheme. The chairman of the CCLF Journals subgroup has been invited to join the Steering Committee of the JCS. In December 2009 a proposal to the CCLF from the Journals Subgroup that 'the interests of College libraries appear in principle to be best served by greater integration with or full membership of the Scheme' was agreed.

- The Subgroup is currently working with JCS staff to devise a model for college library participation and an annual inflation-based financial contribution to the JCS.

- This model would involve a commitment by Colleges to safeguard the current agreements while the Journals Working Group and the JCS investigate how cancellation of titles within the permitted limits can be co-ordinated across ALL (Colleges and University) stakeholders.

- The JCS will continue to review all deals, and renegotiate costs, terms and conditions as far as possible in order to ensure best value for money.