



UNIVERSITY OF
CAMBRIDGE
Secretariat

Kirsty Allen, MA PhD
Senior Assistant Registry

Mr Bruce Beckles

by email

Reference: FOI-2009-56

2 June 2009

Dear Mr Beckles,

Your request was received on 5 May 2009 and I am dealing with it under the terms of the Freedom of Information Act 2000 (FOIA).

You asked:

"Please supply in electronic form ALL minutes, reports, papers or other documents produced by the implementation group for the Report of the Review Committee for Teaching and Learning Support Services. This implementation group was, I believe, established by the University's General Board at their meeting of 8 October 2008.

I believe (but cannot be certain) that this implementation group has produced at least one report (of a meeting on 15 December 2008) which has been presented to the University's General Board as Paper No. 09.B.03. Note that this may not be the only report, set of minutes, etc. produced by this group"

The Implementation Steering Group has met only once, on 15 December 2008. I attach the minutes and documentation produced by the implementation group. Please note that the attached document should not be copied, reproduced or used except in accordance with the law of copyright.

If you are unhappy with the service you have received in relation to your request and wish to make a complaint or request a review of this decision, you should write to the Administrative Secretary, quoting the reference above, at the Secretariat, The Old Schools, Cambridge, CB2 1TN. If you are not content with the outcome of your complaint, you may apply directly to the Information Commissioner for a decision. Generally, the Information Commissioner cannot make a decision unless you have exhausted the complaints procedure provided by the University. The Information Commissioner can be contacted at: The Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF.

Yours sincerely

Kirsty Allen

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General Board
Review of Teaching and Learning Support Services

Implementation Steering Group

Note of the first meeting of the Implementation Steering Group held on Monday 15 December 2008.

Present: Professor AD Cliff (Chair), Professor JM Rallison, Professor RL Hunter, Dr N Bampos and Professor SJ Young, with Mr GP Allen and Mr JG Evans.

1. Minutes

The Minutes of the fourth meeting of the Review Committee held on 9 June 2008, and extracts of the Minutes of the General Board meetings of 9 July and 8 October 2008, were circulated for information.

2. Consultation on the Review Report and Implementation

The Group were informed that the Report of the Review Committee had been circulated to interested parties including the institutions involved, the Councils of the Schools and the Library Syndicate on 6 August 2008 for consultation.

A draft table was circulated summarising the recommendations of the Report and the responses to the consultation, for discussion. (Paper ISG1)

The Report and the responses to the consultation were circulated for information. (Paper ISG2)

The Group agreed to proceed as summarised in the attached table (ISG1a) edited to reflect the discussion at the meeting.

GB Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) framework

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
1	The role of the University Librarian should be rapidly developed to become <i>de facto</i> <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.	<p>Some respondents noted that Departmental Librarians were not consulted before the report of the review was received by the GB. The ISG recognises the need to implement with all parties involved.</p> <p>Some respondents expressed concern that paper-based libraries would be compromised and that small subjects often depended more on print based materials as on-line provision was limited in these areas.</p> <p>The ISG confirms that this was never an intended outcome of the Review. ISG notes that moves towards greater coordination of provision centrally must not result in the University losing sight of its diverse needs.</p>	<p>ISG members to offer to attend further meetings with those involved e.g. members of the School of Arts & Humanities and representatives of existing Librarian groups.</p> <p>ISG to consider creation of Teaching & Learning Services Steering Group.</p> <p>ISG recommends that Schools remain mindful of minority needs when prioritising provision.</p>
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.	<p>Some respondents questioned the assumption that Departmental libraries were primarily teaching resources.</p> <p>The ISG notes that the management strategy for the University Librarian must be clearly defined and take account of the synergies between teaching and research.</p>	Await new University Librarian.
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.	<p>Some respondent sought clarity on what this might mean in practice.</p> <p>The ISG recommends the development of a structural template which might usefully follow the model of Academic Division administrators assigned to Faculties and Departments. There would thus be a professional reporting line from Departmental Librarian to the University Librarian, but day to day operations would remain managed within the Department.</p>	ISG to consult?

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
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 within two years</u> , 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.	ISG notes that RMC in October 2008 agreed to extend the non-recurrent core funding to CARET for a further three years (i.e. up to and including 2011/12) in order to maintain key activities and provide some assurance to staff whilst the outcomes of this Review were finalised and implemented. ISG notes general support for this rationalisation in the consultation and the need for an appropriate level of core funding for the support of key elements like CamTools to be included in the transition.	ISG to consider the most appropriate timing for the re-assignment.
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 <u>Language Centre should also be reassigned</u> 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	ISG notes a mixed response to this proposed rationalisation in the consultation ISG remains of the view that this should be the policy.	ISG to consider the most appropriate timing for the re-assignment.
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 <u>UEF funds currently allocated to the UL and Schools for these purposes should be transferred</u> 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.	ISG notes that JCSC and RMC are currently considering the details of the implementation of the recurrent transfer of UEF funding for journals subscriptions to be effective 2009/10. ISG recommends that: (1) JCSC review the demand for paper versions of journals, and consider the benefits of embracing e-books, during 2009/10. (2) JCSC develop their links with the Colleges, esp. as Senior Tutors have expressed some enthusiasm for coordinated provision and Colleges are already benefiting from the University's expenditure on electronic resources. (3) School Councils consider setting budgets for the remainder of UEF Departmental Library funding at School level for 2009/10 onwards. Schools could then determine their priorities annually in consultation with their Libraries and the University Librarian.	JCSC JCSC RMC

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
7	The <u>role of the UCS in pedagogy</u> 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.	The ISG recognises the urgency in commencing the review of USC in tandem with the other developments under the remit of the Group.	ISG recommends GB set up Review Committee? Under PVC (E)?
8	The (academic) Staff Development section of the HR Division has a role to play in helping to deliver <u>staff training in pedagogy</u> . 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.		Alert new Director HR. Await new University Librarian.
9	When planning for the redevelopment of the central sites, consideration should be given to the potential benefits of <u>co-locating some of the many small units</u> discussed in this report including CARET, the Language Centre and, where appropriate, Faculty and Departmental Libraries.	ISG notes support from some Schools but the need to remain in touch with interested parties, including the institutions and Departments involved.	Alert PRC, SMAG?

	Recommendations of Review Committee	DRAFT consultation feedback and/or ISG response	DRAFT next steps
10	<p>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 <u>need to provide some funding</u> to enable the restructure in the short and possibly medium term. This might include provision for the costs of:</p> <ul style="list-style-type: none"> ▪ 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. 	<p>ISG recommends that consideration be given in the current Planning Round to making provision for additional funding for the UL to enable the University Librarian to revive a second Assistant Librarian post if necessary.</p> <p>ISG notes that there is a need for a more thorough costing of the implementation of the recommendations of the Review which must rapidly follow clarification of the scheduling of the principal elements of the process with the incoming Librarian.</p>	<p>Await new University Librarian.</p>

ISG membership

PVC Cliff
PVC Rallison
Professor Hunter
Professor Young
Dr Bampos
with Mr Allen
and Mr Evans.

JGE
2 Dec 2008

GB Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) framework December 2008

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
1	The role of the University Librarian should be rapidly developed to become <i>de facto</i> <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.	Some respondents noted that Departmental Librarians were not consulted before the report of the review was received by the GB. The ISG recognises the need to implement with all parties involved. Some respondents expressed concern that paper-based libraries would be compromised and that small subjects often depended more on print based materials as on-line provision was limited in these areas. The ISG confirms that this was never an intended outcome of the Review. ISG notes that moves towards greater coordination of provision centrally must not result in the University losing sight of its diverse needs.	ISG members (inc. Cliff, Hunter, Allen) to schedule an open meeting for Faculty/Dept. Librarians in February 2009. ISG to consider creation of Teaching & Learning Services Steering Group at a future meeting. ISG recommends that Heads of Schools remain mindful of minority needs when prioritising provision.
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.	Some respondents questioned the assumption that Departmental libraries were primarily teaching resources. The ISG notes that the management strategy for the University Librarian must be clearly defined and take account of the synergies between teaching and research.	Await new University Librarian.
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.	Some respondent sought clarity on what this might mean in practice. The ISG recommends the development of a structural template which might usefully follow the model of Academic Division administrators assigned to Faculties and Departments. There would thus be a professional reporting line from Departmental Librarian to the University Librarian, but day to day operations would remain managed within the Department.	Recommended structural template for management to be outlined and discussed at Librarians' open meeting as (1) above. Also, on the same occasion, the extent to which Dept. Librarians are currently providing e-learning support is to be established.

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
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.	ISG notes that RMC in October 2008 agreed to extend the non-recurrent core funding to CARET for a further three years (i.e. up to and including 2011/12) in order to maintain key activities and provide some assurance to staff whilst the outcomes of this Review were finalised and implemented. ISG notes general support for this rationalisation in the consultation and the need for an appropriate level of core funding for the support of key elements like CamTools to be included in the transition.	ISG members (inc Cliff, Allen, Evans) to meet Director CARET in January 2009 to consider the most appropriate timing for the re-assignment Funding for CamTools to be considered in the current Planning Round.
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 <u>Language Centre should also be reassigned</u> 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	ISG notes a mixed response to this proposed rationalisation in the consultation. ISG remains of the view that this should be the policy. ISG notes request for a Review.	ISG members (inc Cliff, Hunter, Bampos, Allen, Evans) to meet Director and Chair Management Committee Language Centre in January 2009 to consider the most appropriate timing for the re-assignment and assess the need for a Review.
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 <u>UEF funds currently allocated to the UL and Schools for these purposes should be transferred</u> 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.	ISG notes that JCSC and RMC are currently considering the details of the implementation of the recurrent transfer of UEF funding for journals subscriptions to be effective 2009/10. ISG recommends that: (1) JCSC review the demand for paper versions of journals, and consider the benefits of embracing e-books, during 2009/10. (2) JCSC develop their links with the Colleges, esp. as Senior Tutors have expressed some enthusiasm for coordinated provision and Colleges are already benefiting from the University's expenditure on electronic resources. (3) School Councils consider setting budgets for the remainder of UEF Departmental Library funding at School level for 2009/10 onwards. Schools could then determine their priorities annually in consultation with their Libraries and the University Librarian.	ISG (Evans) to facilitate discussions between JCSC and the two Schools not yet in the Scheme. (1) JCSC (2) ISG members (Cliff, Allen), with JCSC representative, to meet with Cambridge College Libraries Forum (CCLF) in Lent term 2009. (3) Heads of Schools

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
7	The <u>role of the UCS in pedagogy</u> 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.	The ISG recognises the urgency in commencing the review of USC in tandem with the other developments under the remit of the Group.	ISG members (Cliff, Young, Rallison, Allen, Evans) to meet with Director UCS in January 2009 with a view to setting up a Review in Lent 2009 and undertaking in during 2009/10.
8	The (academic) Staff Development section of the HR Division has a role to play in helping to deliver <u>staff training in pedagogy</u> . 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.		Alert new Director HR. Await new University Librarian.
9	When planning for the redevelopment of the central sites, consideration should be given to the potential benefits of <u>co-locating some of the many small units</u> discussed in this report including CARET, the Language Centre and, where appropriate, Faculty and Departmental Libraries.	ISG notes support from some Schools but the need to remain in touch with interested parties, including the institutions and Departments involved.	Alert Head PRAO.

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
10	<p>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 <u>need to provide some funding</u> to enable the restructure in the short and possibly medium term. This might include provision for the costs of:</p> <ul style="list-style-type: none"> ▪ 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. 	<p>ISG recommends that consideration be given to making provision for additional funding for the UL to enable the University Librarian to revive a second Assistant Librarian post if necessary.</p> <p>ISG notes that there is a need for a more thorough costing of the implementation of the recommendations of the Review which must rapidly follow clarification of the scheduling of the principal elements of the process with the incoming Librarian.</p>	<p>Take into account in current Planning Round – PRAO.</p> <p>Await new University Librarian.</p>

ISG membership

PVC Cliff
PVC Rallison
Professor Hunter
Professor Young
Dr Bampos
with Mr Allen
and Mr Evans.

JGE
19 Dec 2008