

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

The second full meeting of the Implementation Steering Group will be held at 3pm on 26 May 2009 in the Academic Secretary's office in the Old Schools.

AGENDA

1. Minutes

The Minutes of the first full meeting of the Implementation Steering Group (ISG) held on 15 December, with accompanying work plan as at December 2008 (ISG1a), are circulated for information.

2. Consultation on the Review Report and Implementation

The Group are informed that members of the ISG have been involved in further consultation with interested parties since the previous full meeting.

Circulated here are:

- notes of a meeting with the Director and Chair of the Management Committee of the Language Centre held on 9 March 2009;
- notes of a meeting with Departmental Librarians held on 12 March 2009;
- notes of a meeting with the Director of the University Computing Service held on 20 March 2009;
- notes of a meeting with the Director of CARET held on 12 May 2009.

Also circulated are notes of a meeting between the University Librarian and the Director of the University Computing Service held on 3 April 2009.

A report on progress from the University Librarian will follow.

The Group are invited to outline a timetable of actions.

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 December 2008

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
1	<p>The role of the University Librarian should be rapidly developed to become <i>de facto</i> Director of Library Services and the UL should become responsible for the provision and dissemination of materials for teaching and learning across the University. 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>	<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 (inc. Cliff, Hunter, Allen) to schedule an open meeting for Faculty/Dept. Librarians in February 2009.</p> <p>ISG to consider creation of Teaching & Learning Services Steering Group at a future meeting.</p> <p>ISG recommends that Heads of Schools remain mindful of minority needs when prioritising provision.</p>
2	<p>Consideration should be given to merging the work of the UL Syndicate and the General Board's Committee on Libraries into a single Syndicate 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>	<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>	<p>Await new University Librarian.</p>
3	<p>The Librarian will need to work with the library staff in the faculties 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>	<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>	<p>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.</p>

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
4	<p>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.</p>	<p>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.</p> <p>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 Cam Tools to be included in the transition.</p>	<p>ISG members (Inc Cliff, Allen, Evans) to meet Director CARET in January 2009 to consider the most appropriate timing for the re-assignment</p> <p>Funding for Cam Tools to be considered in the current Planning Round.</p>
5	<p>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 to the UL</u> 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</p>	<p>ISG notes a mixed response to this proposed rationalisation in the consultation.</p> <p>ISG remains of the view that this should be the policy.</p> <p>ISG notes request for a Review.</p>	<p>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.</p>
6	<p>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 to a separate fund under the control of the University Librarian for 2009/10</u> 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.</p>	<p>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.</p> <p>ISG recommends that:</p> <p>(1) JCSC review the demand for paper versions of journals, and consider the benefits of embracing e-books, during 2009/10.</p> <p>(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.</p> <p>(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.</p>	<p>ISG (Evans) to facilitate discussions between JCSC and the two Schools not yet in the Scheme.</p> <p>(1) JCSC</p> <p>(2) ISG members (Cliff, Allen), with JCSC representative, to meet with Cambridge College Libraries Forum (CCLF) in Lent term 2009.</p> <p>(3) Heads of Schools</p>

	Recommendations of Review Committee	Consultation feedback and/or ISG response	Next steps
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.	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 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.		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 co-locating some of the many small units 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 need to provide some funding 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 Bamos
with Mr Allen
and Mr Evans.

JGE
19 Dec 2008

General Board
Review of Teaching and Learning Support Services
Implementation Steering Group

Note of a meeting held on 9 March 2009.

Present: Professor Andrew Cliff (Chairman), Dr Nick Bampos, Professor Richard Hunter with Graham Allen and Julian Evans.

Professor Peter McNaughton and Anny King attended the meeting.

Consultation with the Language Centre

One of the actions agreed at the meeting of the Implementation Steering Group (ISG) on 15 December 2009 was that the Director and the Chair of the Management Committee of the Language Centre should be invited to meet members of the ISG to consider the most appropriate timing for the reassignment of the Language Centre (LC) to the University Library (UL) and to assess the need for a Review of the LC.

The meeting mainly considered the Reply from the Management Committee of the Language Centre to the General Board Review of Teaching and Learning Support Services (McNaughton to Allen 5 November 2008).

During the course of the discussion, the following were amongst the points made:

- The reassignment was not necessarily inappropriate, but the Report may not have been sufficiently clear on why it had been considered the best option.
- The "fit" between UL and LC hinged partly on how far the UL was considered a repository with a minor pedagogic role whilst the LC was considered an active pedagogic provider with minor repository role.
- General Board (GB) had considered it more appropriate and pragmatic to act through existing structures than to create a new Directorate for Teaching and Learning Support Services (T&LSS).
- Director LC was content to have a more clearly defined line of management, and voice.
- GB would not be keen to launch another Review.
- The Committee which had undertaken the Review of T&LSS had seen many positive aspects of the work of the LC.
- LC feared financial pressure within a UL structure and UL priorities.
- LC saw their activity as serving non-specialist language learners using pedagogic methods, and something the UL doesn't do - but they may not have grasped the vision of what the UL might be.
- The Report had proposed the creation of a T&LSS Steering Group under PVC (E) – this should be a powerful body responsible for planning for its units.
- Implementation Steering Group (ISG) members concluded that the views of the LC and the ISG were not that far apart and there appeared to be no substantive reason not to proceed.
- ISG members noted that the timing of transition of the LC to the UL should be part of a coordinated plan devised in consultation with the incoming Librarian..

Next steps for ISG:

- open meeting with Departmental Librarians 12th March;
- ISG members meet with Director UCS 20th March;
- convene ISG thereafter.

JGE

18 March 2009

GBRTLSS note re LC meeting 9Mar09

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

Note of an open meeting held on 12 March 2009.

Present: Professor Andrew Cliff (Chairman), Professor John Bell, Professor Richard Hunter, Professor Jeremy Sanders, Mrs Anne Jarvis, Mr Graham Allen and Mr Julian Evans with the 32 Departmental Librarians listed in the attached annex.

Apologies were received from: Professor Ann Dowling, Professor Patrick Sissons, Professor Ian White.

Consultation with Departmental Librarians

One of the actions agreed at the meeting of the Implementation Steering Group (ISG) on 15 December 2009 was that all Faculty and Departmental Librarians should be invited to meet members of the ISG.

Professor Cliff opened the meeting by outlining the background to the Review, its main conclusions and the reason for this meeting being that it formed an element of the consultations which the Implementation Steering Group (ISG) had been charged with undertaking. It had been agreed that there was a role for the University Library in the coordination of the delivery of teaching and learning support materials, the first example of this was the Journals Coordination Scheme, but also the Faculty and Departmental Libraries had a crucial role to play. The Report was not intended to be a threat to the Faculty and Departmental Libraries but an enabling framework within which more effective communications might be developed.

The Academic Secretary added that the Report indicated a direction of travel; implementation was expected to take several years and there would be many opportunities for the Librarians to be consulted as it progressed. There had been responses to the initial consultation in the summer of 2008 and these were being taken into account by the ISG. The ISG had since paused to await the appointment of the new University Librarian.

The University Librarian-elect emphasised that she did not expect there to be a universal one-size-fits-all solution. She was keen to find ways to reduce the duplication of effort, to bring the skills developed by the Librarians out further into the academic community and to find ways in which the Librarians might work more closely together with the University Library.

During the course of the discussion, the following were amongst the points made:

- the Librarians were wary of the process which Oxford had gone through;
- pedagogic support does already take place in Departmental Libraries;
- there was still a demand for printed materials, and likely to be so for a number of years, and it was important that these were made available as locally possible;
- there was a need for an organised document supply system and there already existed some isolated examples of pilot trials of scanning;
- it should be recognised that there will be a cost to implementing a more coordinated structure;
- the Council of the School of the Humanities and Social Sciences, for example, was already considering ways of coordinating Library resources;
- the Librarians would appreciate more direct communications from the Implementation Steering Group than had been the case with the Review prior to this meeting and the

University Librarian undertook to seek advice on the best mechanisms for communicating with them on a group basis;

- ISG working documents containing suggestions to the General Board, which had in the event not been taken up, had been had been distributed more widely than intended and this had led to some misunderstandings;
- Faculty and Departmental Libraries did also support Research, counter to the simplistic model suggested by the Review Report;
- many students now use Faculty and Departmental Libraries as a convenient study space as much as anything;
- some areas had non-standard student populations, e.g. those with a high proportion of part-time postgraduate students, and it was important to bear particular needs in mind;
- the University Library intended to work with the Schools to consider staffing structures when the opportunities arose;
- the framework had been accepted but the pace and detail of implementation was to be determined, the process needed sufficient time and was expected to take a number of years;
- there was a need to consider the professional development of Faculty and Departmental Librarians but there was not expected to be a wholesale and rapid change of line management structures;
- the ISG hoped to be in a position to report progress to the General Board in the middle of Easter term.

JGE
15 April 2009

Annex

General Board Review of Teaching and Learning Support Services

Departmental Librarians attending Open Meeting Thursday 12 March 2009

Name	Library
1. Bailey, Lyn	Faculty of Classics
2. Baker, Aidan	Haddon Library of Arch & Anth
3. Battison, Judith	Chemical Laboratory Library
4. Brown, Madeleine	Faculty of Architecture & History of Art
5. Castle, Clair	Department of Zoology
6. Cleary, Liisa	Language Centre
7. Cobby, Anne	MML
8. Cutler, Nicholas	Computer Laboratory
9. Cutts, Angela	Faculty of Education
10. Dunstan, Petà, Dr	Faculty of Divinity
11. Eggington, Tim	Whipple Librarian, Department of History and Philosophy of Science
12. Glanfield, Marilyn	Centre of African Studies
13. Gower, Mary	Radzinowicz Library, Institute of Criminology
14. Hurn, Mark	Institute of Astronomy
15. Lecky-Thompson, Jenni	Faculty of Philosophy
16. McOwat, Hilary	Department of Engineering
17. Morgan, Peter	Head of Medical & Science Libraries, Addenbrooke's Hospital
18. Nicholas, Julie	Faculty of Politics, Sociology & Int'l Studies
19. Nobis, Yvonne	Betty & Gordon Moore/Central Science
20. Pensaert, Anna	Pendlebury Library of Music
21. Preston, Ian	Mill Lane Library
22. Priestner, Andy	Judge Business School
23. Roper, Kay	Department of Pathology
24. Rowe, Rachel	Smuts Librarian for South Asian & Commonwealth Studies
25. Simmons, Francoise	Faculty of Asian & Middle Eastern Studies Library
26. Stevens, Alan	Department of Materials Science and Metallurgy
27. Thomas, Rowland	Faculty of Economics
28. Thompson, Jim	Department of Chemical Engineering and Biotechnology
29. Tilley, Libby	Faculty of English Library
30. Thurley, Wendy	Mill Lane Library
31. Washington, Linda	Faculty of History
32. Zheng, Hazel	Department of Biochemistry

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

Note of a meeting held on 20 March 2009.

Present: Professor Andrew Cliff (Chairman), Professor John Rallison, Professor Steve Young with Graham Allen and Julian Evans.

Dr Ian Lewis attended the meeting.

Consultation with the University Computing Service

One of the actions agreed at the meeting of the Implementation Steering Group (ISG) on 15 December 2009 was that the Director of the University Computing Services should be invited to meet members of the ISG to consider the role of the UCS in pedagogy and to assess the need for a Review of UCS.

During the course of the discussion, the following were amongst the points made:

- the ISG was engaged in further consultation on the Report of the Review Committee and this meeting was a element of that consultation'
- the ISG hoped to be able to establish some key milestones for implementation by the end of the calendar year 2009;
- to enable UCS to support the UL through the delivery of e-content, it would be useful if the Directors of UCS and CARET could discuss potential management models with the new University Librarian – one option would be for UCS to set up an "aligned support group" for the purpose but there was a need to air some of the fundamental details of such a group (e.g. where they were nest based and managed) at an early stage;
- Director UCS agreed that developing mechanisms for UCS to deliver pedagogic materials from the UL (including CARET) was crucially strategically important.

Actions:

- Director UCS to meet Anne Jarvis (and, if the latter willing, John Norman) and report back to the ISG;
- Director UCS and University Librarian to be invited to attend meetings of ISG;
- convene a meeting of ISG once USC have reported back;
- this meeting suggests that a full Review of UCS would not be advantageous at this point in time.

JGE
15 April 2009

General Board

Review of Teaching and Learning Support Services

Implementation Steering Group

Note of a meeting held on 12 May 2009.

Present: Professor Andrew Cliff (Chairman) with Graham Allen and Julian Evans.
Mr John Norman attended the meeting.

Consultation with CARET

One of the actions agreed at the meeting of the Implementation Steering Group (ISG) on 15 December 2009 was that the Director of CARET should be invited to meet members of the ISG to consider the most appropriate timing for the reassignment of CARET to the University Library (UL).

During the course of the discussion, the following were amongst the points made:

- the RMC, in October 2008, had 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;
- the ISG, in December 2008, had noted general support for the reassignment of CARET to the University Library (UL), in the consultation on the Report of the Review Committee, and the need for an appropriate level of core funding for the support of key elements like CamTools to be included in the transition;
- following a recent meeting of ISSS at which preparations for Planning Round 2009 submission were beginning, amongst other things, the Director of CARET sought clarity on whether CARET should be planning to join the UL with effect from 2010/11 (as had originally been envisaged by the Review) and therefore should be planning as part of the UL in the forthcoming Round;
- there was thought to be some nervousness on the part of the UL concerning whether CARET would be accompanied by sufficient recurrent Chest resource;
- current expenditure on CamTools was of the order of £350k p.a. but there was a lack of clarity on a precise level of need for chest funding given the other sources of funding available, some flexibility in the level of development expenditure, and the cross-over between other CARET activities – ISSS had, however agreed to provide £100k in addition to the CARET core allocation for 2009/10 from the Technology Development Fund;
- the UCS were working on a plan to phase out, or develop, the Public Workstation Facilities but any resource released should not be recycled in isolation rather brought into the general discussion of the delivering of pedagogic materials (under the envisaged Teaching & Learning Services Steering Group or similar);
- the ISG was aiming to bring forward to the University any structural changes necessary for implementation during Michaelmas Term 2009;
- the PVC expected the UL and CARET to produce a joined-up submission to Planning Round 2009 - the submission should inform, and be informed by, UCS planning where it relates to implementation of the recommendations of the Review of Teaching & Learning Support Services.

Actions arising:

- PVC Cliff to discuss CARET further with University Librarian;
- Mr Norman, in consultation with Mr Evans, to produce simplified outline of CARET income and expenditure by activity, including CamTools operation and development.

JGE

12 May 2009

Notes of discussion held on 3 April 2009
(Ian Lewis - UCS and Anne Jarvis – UL)

1) For the purposes of the discussion, the following issues emanating from the T&L report were raised:

- i) UL and UCS should work more closely together
- ii) UL should have a more pro-active role in the organisation of Faculty and Departmental Libraries
- iii) CARET should become a sub-department of the UL
- iv) The Language Centre should become a sub-department of the UL

2) Most of the discussion centred around (i).

The UL is progressing with (ii); (iii) Engagement with CARET is at an early stage; (iv) is a less critical priority at this stage and will be addressed in due course.

3) As part of its strategic direction the UL is keen to enhance its e-content capabilities particularly in the areas of e-books, e-journals, e-learning objects etc. Opportunities to work with CARET recognised, especially in the investigation of new technologies. For example, a particular opportunity with CARET could be the possibility of 'clicking through' from CamTools to appropriate e-resources in the Library.

4) The UCS design and provision of the Lapwing wireless network has been well suited to use within the UL, particularly the ease-of-use, visitor access, and reporting of usage. The UL was the pilot institution for this initiative in 2006.

5) The DSpace project as a joint effort of the UL and UCS has led to perhaps the most successful implementation of a persistent digital archive in the industry. A notable success of the current phase of the project is the growing number of adopters from departments and faculties across Cambridge.

The structure of the DSpace project, with dedicated project resources in both the UL and the UCS, provides benefit of proximity to relevant experience and expertise (e.g. digital content and systems design), but has stretched the communications lines at times. With the current resources that structure may be optimal but we would both like to improve the effectiveness of the relationship. One line of discussion that could be developed further was the possibility of resources in the UCS being better organisationally 'aligned' to the UL, though it was recognised that this could be difficult to achieve with the current scale of the support.

6) The UCS has a continued strategy of providing data-driven web applications in support of the services provided, and in this regard each application is required to deliver information to end-users and institutional administrators rather than concentrate purely upon the UCS-internal administrative function.

7) IL commented that he did not see a need for a group to do 'innovation' in its broadest sense within either the UL or the UCS. A roadmap for enhanced information dissemination in the University is usually simple enough to understand that the real challenges are in design, implementation and support. The comment was not intended to diminish the importance of great design.

8) IL interested in having a better understanding of the IT workload and opportunities within the UL. Various solutions were discussed.

It was agreed that this was a useful initial discussion and that a number of the issues raised could be progressed in order to ensure an effective and efficient working relationship between the UL and UCS.

Anne Jarvis
University Librarian

Ian Lewis
Director
Computing Service

CAMBRIDGE UNIVERSITY LIBRARY

GB Review of Teaching and Learning Support Services

Report to the Implementation Steering Group

1. PROGRESS WITH LIBRARIES -

Following the Implementation Steering Group's meeting with Faculty and Departmental Librarians two groups of librarians have met with the University Librarian and Acting Deputy Librarian.

School of Humanities and Social Sciences

In light of the fact that the Council of the School of the HSS is already considering ways of coordinating library resources it was felt that this was an opportune moment to examine models for working together.

Action - the Librarians from the Faculties of Economics and History and the Institute of Criminology have agreed to begin work on proposed models for working with the University Library. The first meeting will take place on 28 May 2009.

School of Arts and Humanities

The Librarians from A&H have also agreed in principle to begin work on proposed models for working with the University Library. Though they were invited to work with the Librarians from HSS they stated that they would prefer to work separately.

Action – following the retirement of the Head of Music in the UL, the Librarian and Acting Deputy have had useful initial discussions with representatives from the Faculty of Music. Dr Martin Ennis, Head of Dept. will be taking a recommendation to Music Faculty Board that discussions should begin between the UL and Faculty on how a joint library service would function.

School of Technology

The Librarian and Acting Deputy Librarian have had an initial exploratory meeting with the Librarian and Deputy from the Judge Business School. Clear emphasis was placed on the unique service provided by the Library staff to the faculty and students of the Judge. It should also be noted that the Judge has recently purchased a commercial e-learning platform, TOPYX and will no longer use CamTools.

2. PROGRESS WITH CARET –

The Review recommended that, assuming it has established permanent core funding, CARET should be placed within two years under the umbrella of the UL, by adopting the sub-department model of governance. The Librarian has been informed by the chairman of the Implementation Steering Group that sufficient permanent chest funding will be in place to facilitate a joint CARET and UL submission to the Planning Round 2009. Discussions to date, however, have identified challenges in relation to implementing this recommendation. In particular, the UL requires further clarification of CARET staffing, project-planning and funding models.

3. SUMMARY -

Consultation is of course ongoing, but some positive strands can already be identified. There is clear institutional receptivity to greater co-ordination within the School of Humanities and Social Sciences and CARET. The precise form of future arrangements will inevitably vary across the schools, but to some extent this is fully compatible with the model of an integrated service.

It is important to note however that as these dialogues develop, some serious strategic and logistical challenges are emerging. Whilst imposing a 'one size fits all' partnership model across the university library service would be neither desirable nor feasible, the more variegated the models adopted become, the greater the management challenges that are imposed on the UL, and the latter has a finite capacity to meet these challenges under current funding models. Logistical co-ordination promises to be no more straightforward, particularly since it is already clear that even with the limited number of libraries consulted to date, resource allocation and the use of technology is extremely uneven across the centre: a good example is the absence of a common e-learning platform.

4. PROPOSAL -

As we try to establish a framework for implementing the recommendations, the need to have a clear business strategy in place is becoming apparent. The Libraries will have to be organised to ensure that a teaching and learning services strategy can be efficiently and effectively delivered and there will be a need to provide funding to enable restructuring. The current resources will be unable to facilitate progress. To this end we would like to suggest that as a first step an independent analyst/consultant be commissioned to draw up a business case that would ensure a successful outcome beyond the initial discussions. A strategy/framework can be put in place but critical success factors will be dependent upon an analysis of the full economic cost of the libraries clearly identifying the additional recurrent costs of providing aligned processes across a merged service. A key consideration in bringing forward the recommendations is the need for transparency. It is critical that a common approach is taken where possible.

Anne Jarvis
University Librarian

21 May 2009

General Board
Review of Teaching and Learning Support Services
Implementation Steering Group

Note of the second meeting of the Implementation Steering Group held on Tuesday 26 May 2009.

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

Apologies: Professor RL Hunter, Professor SJ Young.

3. Minutes

The notes of the first full meeting of the Implementation Steering Group (ISG) held on 15 December, with accompanying work plan as at December 2008 (ISG1a), were circulated for information.

The Group noted that Professors Hunter and Young were on leave, the former for more than one term, and they agreed that the Chairman and Academic Secretary should review the membership of Professor Hunter. The Group also noted that the University Librarian and the Director of the University Computing Service had been co-opted.

4. Consultation and implementation

The Group were informed that members of the ISG had been involved in further consultation with interested parties since the previous full meeting.

Circulated were the following:

- notes of a meeting with the Director and Chair of the Management Committee of the Language Centre held on 9 March 2009;
- notes of a meeting with Departmental Librarians held on 12 March 2009;
- notes of a meeting with the Director of the University Computing Service held on 20 March 2009;
- notes of a meeting with the Director of CARET held on 12 May 2009.

Also circulated were notes of a meeting between the University Librarian and the Director of the University Computing Service held on 3 April 2009, and a report on progress from the University Librarian dated 21 May 2009.

In the light of the above, the Group reviewed progress on each of the recommendations of the Review Committee and, as far as possible, outlined a timetable of next steps, with a view to presenting an update to the General Board meeting scheduled for 8 July 2009. The conclusions are summarised in the revised work plan attached to these notes (ISG1b).

GB Review of Teaching & Learning Support Services: Implementation Steering Group (ISG) workplan May 2009

	Recommendations of Review Committee	Consultation feedback and status	Next steps
1	<p>The role of the University Librarian should be rapidly developed to become <i>de facto</i> Director of Library Services and the UL should become responsible for the provision and dissemination of materials for teaching and learning across the University. 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> <p>Consideration should be given to merging the work of the UL Syndicate and the General Board's Committee on Libraries into a single <u>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>	<p>The University Librarian suggests that it will be some time before sufficient progress has been made to conclude that declaring <i>de facto</i> Director of Library Services is realistic.</p>	<p>ISG to consider creation of Teaching & Learning Services Steering Group at a future meeting.</p>
2		<p>The University Librarian does not recommend proceeding with this merger until close links with a mass of Faculty/Department Libraries were more generally established.</p>	

	Recommendations of Review Committee	Consultation feedback and status	Next steps
3	<p>The Librarian will need to work with the <u>library staff</u> in the <u>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>	<p>ISG members held an open meeting for Faculty/Dept. Librarians in March 2009.</p> <p>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. There were individual areas in the School of the Arts & Humanities which were also receptive. The Science and Technology Schools had not yet been approached. The University Librarian favoured a strategy of integrating one School (HSS) successfully first before extending the model to others.</p>	<p>(1) The University Librarian to establish generalised oversight of all of the Libraries in HSS for the start of the 2010/11 academic year, with a view to them all being fully integrated effective 2011/12.</p> <p>(2) The University Librarian to bring forward request to RMC for non-recurrent funding for supporting consultant to develop business case for integration and develop assimilation models..</p> <p>(3) ISG Chairman and Academic Secretary to meet Head of Arts & Humanities to discuss more coherent approach in that School.</p>
4	<p>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</u> should be placed 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.</p>	<p>ISG members met Director CARET in May 2009 to consider the most appropriate timing for the re-assignment to the UL.</p>	<p>CARET to submit to Planning Round 2009 in conjunction with UL with a view to integrating effective 2010/11.</p> <p>The appropriate level of recurrent funding for CARET, including CamTools, to be considered as an element of this process.</p>

	Recommendations of Review Committee	Consultation feedback and status	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	ISG members met Director and Chair Management Committee Language Centre in March 2009. ISG reiterated that integration with UL remained an aim but that this was not the most urgent priority.	Academic Secretary to review the membership of the Committee of Management to facilitate links with the partners involved in implementation.
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 to a separate fund under the control of the University Librarian for 2009/10 onwards</u> . 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.	The recurrent transfer of UEF funding for journals subscriptions is to be effective 2009/10. Developing links with the Colleges had become a priority to reduce the potential for cancellation of journals paper copies by the Colleges generating penalties for University journals purchasing arrangements. Council of the School of the Humanities and Social Sciences had agreed to include the University Librarian when any Library vacancy is under consideration with a view to determining priorities in consultation with the University Librarian.	The University Librarian to highlight the severity of the issue to the Colleges Committee.
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.	ISG members met with Director UCS in March 2009. The UL and UCS had held two meetings, and more were planned, with a view to developing ways of working together including defining an aggregate support function in the UCS for the UL teaching and learning activities and considering how such a support function could extend to being a service delivery group encompassing UCS, UL, CARET and LC.	The UCS submission to Planning Round 2009 to include at least an annex on support for this element of the UL's work.
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.	The Centre for Personal and Professional Development was evolving.	

	Recommendations of Review Committee	Consultation feedback and status	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.	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.	Head PRAO to remain aware of other potential opportunities to reconfigure space in support of implementation.
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 need to provide some funding 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. 	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.	Take into account in Planning Round 2009 – UL/PRAO.

ISG membership currently:

PVC Cliff, PVC Rallison, Professor Hunter, Professor Young, Dr Bamos, Mrs Jarvis, Dr Lewis, with Mr Allen and Mr Evans.

JGE
28 May 2009