



Society of College,
National and University
Libraries

Operational Plan 2005/6

Introduction

SCONUL is a membership organisation of 174 library and information services in the UK and Ireland. Its members include libraries in higher education institutions (universities and colleges); the British Library and the National Libraries of Ireland, Scotland and Wales; and libraries in national museums and other specialist institutions.

The SCONUL mission is *to promote excellence in library services in higher education and national libraries.*

SCONUL is a key strategic body working with and on behalf of college, university and national libraries. We bring specific expertise about our sector to national initiatives and policy development, advising the other bodies and the Government on policy and priorities for all aspects of our sector. We work to ensure that the key contributions our sector can make are related and integrated with these broader agendas.

The SCONUL organisational values are to be

- ❖ *Authoritative*
- ❖ *Influential*
- ❖ *Comprehensive*
- ❖ *Relevant*

SCONUL has three key objectives and its work is geared to these outcomes:

- ❖ *To promote the sharing and development of good practice*
- ❖ *To influence policy makers and encourage debate*
- ❖ *To raise the profile of higher education and national libraries*

SCONUL is undertaking a new, modernizing agenda with three broad objectives:

- ❖ to bring together activities and plans which are currently disparate in order to improve their accessibility & visibility to members
- ❖ to increase the value for money for members
- ❖ to ensure its aims of influencing and leading are given a sound foundation

This *draft* operational plan for 2005/6 **will be presented to members at the AGM in April 2005, for discussion and approval before publishing a final version.** It builds on former success and outlines for members the key actions in high visibility activities that SCONUL might undertake over the coming short term period. (This is all subject to confirmation that the new groups are established and, where proposed work would include commissioning, subject to resource availability). It is laid out by activity undertaken by group (based on proposed new structure):

- i) Executive Board
- ii) Access
- iii) Advocacy and lobbying
- iv) Communication and marketing
- v) E-Learning
- vi) Fundraising and sponsorship
- vii) Health strategy
- viii) HR issues
- ix) Information Literacy
- x) Performance improvement
- xi) Quality assurance
- xii) Scholarly communications
- xiii) Space planning

Suzanne Enright
Chair
March 2005

i. Executive Board

Executive Board priorities

- ❖ Introduce a structure, or framework, to strategic planning as a means of
 - bringing consistency to articulating and communicating strategic themes/aims/goals which differentiates areas of strategic importance, and where SCONUL is developing thinking, from the 'bread and butter' of mutual support and good practice;
 - helping with clear communication with members and bodies we wish to influence/partner/collaborate with.
- ❖ Put a new emphasis on influencing, partnership and collaboration strategy (including internationally). Concentrating firstly on articulating SCONUL's role in relation to those groups already identified as key bodies for us to interact with. This activity will be driven by the question 'how does this group/body demonstrate strategic fit with SCONUL'.
- ❖ Review current SCONUL structures to ensure effectiveness of all SCONUL groups and to support consistent focus on strategic elements and address the perceived lack of awareness by the membership as a whole of the work of SCONUL. Complete significant review of all SCONUL Committees and groups to
 - discuss the question 'how does this committee/working or group demonstrate strategic fit'
 - discuss issues around membership, representation, involvement and communication.
- ❖ Develop the financial strategy so as to ensure SCONUL has the necessary infrastructure for delivery, including new areas for activity and move towards a hybrid financial strategy predicated upon increasing income levels and simultaneously reducing certain designated areas of expenditure in order to:
 - Support SCONUL to become a more strategic organisation
 - Underpin the new SCONUL strategic framework and development programme
 - Enable a step change increase in SCONUL activity levels
 - Respond to member concerns about SCONUL's visibility, impact and value for money
 - Address sustainability issues given significant voluntary input from SCONUL members
- ❖ Based on the actions above, articulate priorities for the Secretariat, so as to define how it can best support SCONUL in achieving its aims and strategic priorities.

Our work in 2005/6

1. Articulate Executive Board strategic priorities by developing a strategic planning framework to bring together activities and plans which are currently disparate in order to improve their accessibility & visibility to members and to identify new areas for activity
2. Offer a clear Development Plan to members including timelines and identified person(s) responsible - along with an improved format, and refreshed content, of the Annual Report such that it becomes a vehicle to report on progress against strategic priorities; this new set of generic priorities, as well as more detailed sub-priorities, will include giving the Board a clear 'Executive Plan' to work to
3. Complete a mapping exercise to review business plans and other strategy documents of key groups SCONUL should interact with
4. Complete full 'refresh', with some re-structuring, of the committees/groups as appropriate
5. To revise Executive Board operations so as to ensure it can best deliver the mission and aims

6. Implement hybrid financial strategy
7. To develop a strategy for the Secretariat so as to ensure it can best deliver the mission and aims.
8. Invite speakers from groups we want to influence most to Board meetings, and to other group meetings, so as to explore issues around strategic fit.
9. Actively look for opportunities to be represented/speak at events organised by key groups.

ii. Access

Our Access priorities

- ❖ Take a strategic overview of general issues concerning access to library and information services; this would include a high level legislation watch in relation to access
- ❖ Promote an access protocol across SCONUL member libraries
- ❖ Influence and promote the reciprocal access and borrowing agenda at national and regional level and to oversee the operation of SCONUL access schemes
- ❖ Raise awareness of technical options which would enhance options for SCONUL access strategy, and advise on their adoption
- ❖ Learn from international developments concerning access to library and information services and to relate to international bodies as appropriate
- ❖ Make particular recommendations in relation to special user groups who may experience access difficulties.
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on access issues in order to stimulate future policy and strategic development

Our work in 2005/6

1. Carry out assessment of gap and overlap with present access schemes and determine potential to extend schemes. Report to EB.
2. Agree policy statement outlining key principles for access schemes sponsored by SCONUL and circulate to lis-sconul.
3. Set up mechanisms to agree policy with membership.
4. Disseminate policy to membership.
5. Determine strategy to support INSPIRE initiatives regionally and nationally, and promote developments
6. Integrate existing co-operative schemes within an overarching management framework. Agree new structure through EB. Obtain funding for consultancy support.
7. Promote access policy to users. Publicity campaign directed at users
8. Integrate existing co-operative schemes within an overarching management framework. Implement new consultancy and management arrangements. Workshop/conference for practitioners
9. Review, update and publish policy documents for special user groups as appropriate. Establish links with appropriate
10. International organisations: embed good practice from other co-operative schemes

iii. Advocacy and lobbying

Our Advocacy and Lobbying priorities

Complement the work of the Communications and Marketing Group to

- ❖ Improve and widen SCONUL's external profile as part of its becoming a more strategic organisation (including internationally) and given the fact that SCONUL is the only sectoral body with inclusive membership across the UK and Ireland
- ❖ Identify policy development and issues under public or political discussion and/ or rising quickly on the political agenda in which SCONUL has a major long-term interest ; identify and engage with bodies and named individuals having significant influence on the issue
- ❖ Actively watch for opportunities for timely and pro-active advocacy and lobbying and to act at the top level immediately on these; identify and engage with bodies and named individuals having significant influence on the issue
- ❖ Assist the Secretary (or others) to make timely and pro-active approaches, in writing or face-to-face, with influential individuals
- ❖ Build long-term alliances (including international ones) in support of the above

Our work in 2005/6

1. Review potential overlapping between, inter alia, SCONUL, UCISA, JISC, MLA and regional groups and so identify unique perspective and gaps as a means to foster activity related to significant issues.
2. Consider joint proposals with other agencies (eg RLN, CURL, BL, UCISA, CILIP etc.) where appropriate. Aim for progress made towards VAT reform with UUK and/ or other allies; actively promote to members
3. Target EC for instance on review of scholarly publishing; legislative initiatives on public domain; Raise awareness amongst MEPs, as appropriate. Visible input to EC initiatives; actively promoted to members
4. Target UK & Irish universities, and agencies (FCs, RCs) on open access agenda. Raise awareness amongst VCs, MEPs, UK & Irish governments and agencies as appropriate
5. Target UK DfES, FCs on e-learning agenda. Outcomes of SCONUL e-learning group to be communicated to policymakers and members
6. Actively promote relationship with QAA
7. Issue any further guidance to members on copyright, freedom of information as appropriate, in partnership with JISC and other agencies
8. Re-use of public sector information.
9. Proactively identify opportunities to be represented at /speak at events organised by key bodies SCONUL has identified as ones to actively interact with
10. To develop an appropriate international strategy around much of lobbying and advocacy work

iv. Communication and marketing

Our Communication and Marketing priorities

Communications and marketing re vital elements of SCONUL's strategic activities and key enablers of its mission as a member-based organisation

- ❖ Explore members' perceptions of SCONUL, in order to inform strategy development, by eliciting views from a range of staff of SCONUL libraries through membership survey
- ❖ Enhance awareness of SCONUL among its various audiences
- ❖ Improve communication with SCONUL members
- ❖ Develop policy and strategy for SCONUL publishing, and oversee publishing programme

Our work in 2005/6

1. Prepare questionnaire by revising 2002 version and requesting prioritization of 'top concerns' ; make available via web and analyze and report outcomes to EB
2. Review how SCONUL markets itself
3. Produce standard publicity material with distinct SCONUL branding
4. Devise explicit communication strategy, including a statement outlining the levels at which different members will be consulted and engaged, and encouragement to senior staff to filter information to others
5. Establish contact with new members and new Representatives via welcome pack in print and electronic format
6. Keep members informed of group activity through quarterly email digest
7. Forge and maintain links with other groups, to facilitate implementation of SCONUL communication strategy - ask group Secretaries to supply regular bullet points re progress and activities
8. Develop strategy for SCONUL website, including development of *Directory* as online database, and prepare action plan
9. Promote online-only publishing, ensuring all titles online-only except annual statistics and, for the time being, *SCONUL Focus*
10. Monitor demand for SCONUL publications
11. Publish new titles in areas of interest to members, liaising with groups over revisions\new titles; commissioning agreed new titles; and coordinating publishing schedule with groups (from early 05)
12. Devise marketing strategy for publications and market them more robustly, producing guidance and checklists for groups and using *SCONUL Focus*, LIS press, LIS email lists, press releases
13. Implement agreed changes to online *SCONUL Directory* - making it interactive to facilitate updates and ensure currency, with templates for library profiles and individuals' areas of interest and experience (after formulation of website strategy and action plan)

v. e-Learning

Our e-Learning priorities

E-Learning (learning facilitated and supported through the use of information and communication technologies) has been a part of the SCONUL agenda for several years, reflected in the work of different Advisory Committees and in the topics covered at conferences and staff development events (for example the joint SCONUL/UCISA event in 2004). During 2003-2004 the significance of e-Learning as a strategic issue shifted and an E-Learning Task Force report from 2004/5 will direct future work to

- ❖ ensure that SCONUL has a focused approach to driving the e-Learning agenda
- ❖ influence and respond to national and international developments in relation to e-Learning
- ❖ actively encourage and lead on cross-professional collaboration in the e-Learning arena (in particular the TRIDENT Group established by SCONUL/UCISA/ALT)
- ❖ ensure that the SCONUL vision for e-Learning (as articulated in the e-Learning Taskforce Final report) is realised
- ❖ contribute to wider debates in relation to e-Learning and learning and teaching
- ❖ develop SCONUL's role in ensuring students have the best possible experience of e-Learning

Our work in 2005/6

1. Given the rapidly changing nature of this area, maintain a watching brief on e-Learning developments, keeping under constant review the definition and context agreed in the Taskforce Final Report
2. Interface with JISC/ALT/UCISA to ensure blue sky thinking re: technologies and approaches, and to progress common agendas via the TRIDENT Group.
3. Identify the distinctive contributions that SCONUL members make in e-Learning, developing a 'map' of the e-Learning and libraries landscape to influence policy makers and partners. This 'map' will also drive the group's agenda as issues that SCONUL need to address and/or drive will emerge from this.
4. Work with HEFCE on delivering their e-Learning strategy, ensuring maximum impact.
5. Maximise LIRG/SCONUL Impact studies, presenting them effectively to external audiences.
6. Consultation with the Working Group on Information Literacy re: SCONUL's learning and teaching agenda in the context of bodies such as the HEA.
7. Liaise with Task and Finish Group on HR re: staff development/ role development issues and e-Learning for library staff. Consider libraries' roles in staff development for Academic staff and other professional groups in the context of e-Learning
8. Produce strategic briefings/guidelines for internal (SCONUL members) and external audiences and ensure appropriate, high level events
9. Consider developing a Practitioner Network on e-Learning that could feed into the Working Group's agenda and ensure currency and relevancy (viz UK Libraries + model)
10. Ensure SCONUL awareness of developments in e-Learning in the broader context e.g. FE

vi. Fundraising and Sponsorship

Our Fundraising and Sponsorship priorities

A new focus to enhance SCONUL's financial strength and viability as part of new hybrid financial strategy

- ❖ Identify opportunities for a strategic approach to sponsorship and fundraising in order to deliver income targets set
- ❖ Consider role for consultant
- ❖ Improve communications and marketing in order to support delivery of sponsorship and corporate membership strategy

Our work in 2005/6

1. Devise sponsorship strategy (assuming endorsement at the AGM). Note: EB has considered target numbers with a parallel sponsorship income target
2. Devise corporate membership strategy based on an annual flat rate membership fee (assuming endorsement of principle and fee at the AGM). Benefits would include the right to attend member meetings and disseminate product or service information and inclusion on the "additional" lis-sconul email list. It could potentially also include links to the SCONUL website, access to the on-line statistics and/or access to the directory.
3. Devise tactics (tie-in of sponsorship to events, awards, publications etc.)
4. Draw up sponsorship/corporate member brochures
5. Identify willing sponsors/ corporate members and opportunities
6. Assess and approach likely sponsors/ corporate members
7. Actively promote sponsors and corporate members e.g. buildings awards, staff development, statistics publication etc.
8. Negotiate targeted income from sponsors/ corporate members
9. Draw up specification for consultant's role (if appropriate); Appoint consultant (if appropriate)
10. Contribute to scanning, identification and targeting of appropriate external funding opportunities to support strategic developments, in particular JISC
11. Introduce a mechanism whereby all future financial reports will include data on sponsorship targets and income levels and on external funding data
12. Consider charging policy for events (recognising there will be appropriate instances where this requirement should be reduced or waived by Chair's action). Ensure a higher overhead contribution of 20% towards the full Secretariat costs involved in organising and delivering events is made. Introduce a mechanism whereby EB reviews event charges annually. Identify at what point it might become necessary to contract out event organisation or to provide additional support to the Secretariat, with consequent cost implications.
13. Appoint dedicated resource to help with communications and marketing

vii. Health Strategy

Our Health Strategy priorities

To enable SCOUNL to take a lead role in considering strategic health-related issues for HE health libraries/ information

- ❖ Engage at a senior level with the NHS and appropriate bodies/organisations such as StLAR, NLH, NHSL, DfES, DoH, other government departments, UUK, RCUK, JISC, MLA and aim to work in partnership with these groups
- ❖ Remain alert to new developments nationally and internationally that may impact upon health information issues
- ❖ Inform and advise SCOUNL Representatives on behalf of the Executive Board, and stimulate further policy development and strategic thinking
- ❖ Take account of and engage with where appropriate existing collaborative initiatives between NHS and HE

Our work in 2005/6

1. Review TOR and membership for HSG
2. Promote and publicise HSG ; webpage launch
3. Establish contact with UKERNA NHS/HE Coordinator in relation to issues arising from the separate networks in NHS and HE.
4. Establish contact with NHS/HE Forum and the NHS/HE Content Procurement Group of JISC and identify areas of overlap in mission particularly in relation to content procurement and contracts for library services. Agreed work-plans on issues of mutual interest and establish formal and regular channels of communication
5. Establish contact with senior DH and DFES officials and with new NLH to investigate areas of mutual interest. Meeting with Deputy CMO and CKOs for NHS in England and Scotland and with Director of NLH to discuss where best to engage with senior civil servants on NHS/HE library collaboration; meeting with STLAR group or other appropriate senior government officials as advised by Deputy CMO and present issues paper on areas of concern e.g. e-licensing; representation of HSG on NLH Advisory Board and vice versa; regular briefings from HSG to NLH and vice versa
6. Investigate issues around QAA/Helicon accreditation. Prepare response for QAA with views on QAA use of Helicon accreditation findings.
7. Remain alert to the work of existing groups and the emergence of new groups in health information and work in partnership to ensure no unnecessary overlap or duplication of purpose
8. Establish appropriate links with CILIP Health Policy Implementation Group. Reach agreement on mutual representation & communication; review findings of Health EAG report for impact on HSG workplan
9. Develop workplan for 2006 based on findings from survey and meetings with senior officials.
10. Survey SCOUNL members on issues of concern in relation to NHS/HE library co-operation
11. Provide guidance to members on the impact and implications of FEC on NHS/HE contracts

viii. HR issues

Our HR issues priorities

To determine how best to support members by the development of a strategic framework to position SCONUL activities in relation to human resource issues that will:

- ❖ target the strategic aspects of HR, recognising where issues are most appropriately handled at an institutional, or other, level
- ❖ respond to appropriate HR issues highlighted in the Top Concerns member exercise in 2004
- ❖ divest staff development events to other external or internal agencies (e.g. Leadership Foundation or to the Secretariat)

Our work in 2005/6

Discussions ongoing – now that group is established and, where proposed work would include commissioning, subject to resource availability

ix. Information Literacy

Our Information Literacy priorities

Take a lead role in the development of theory and practice in relation to information literacy (IL) and its role in the process of learning in order to

- ❖ Develop, refine and promote the concept and SCONUL model of information literacy within the higher education sector
- ❖ Ensure that the role of information literacy in learning and teaching, research, and organisational enhancement is communicated effectively and understood by the wider educational professional groups in HE
- ❖ Work collaboratively with other groups (both within and outside SCONUL) and organisations to stimulate strategies and the development of underpinning pedagogies relating to information use in HE
- ❖ Develop the Group's web site to provide a focus for IL in HE in the UK
- ❖ Inform and advise the SCONUL Representatives on behalf of SCONUL Executive Board on IL and learning issues

(Note: The Working Group is informed by recent debates about graduate skills, research training, communities of practice, e-learning and digital library developments, learning and teaching using digital information environments. The Working Group is concerned with the wide spectrum of ways in which libraries, librarians and the use of information contribute to, and enhance the effectiveness of, the process of learning and the support for learners *and researchers*. The developing concept of information literacy is an especial area of interest, and the Group will refine and promote the *SCONUL Seven Pillars model for information literacy*. IL is interpreted broadly, to encompass not only the development of information skills in higher education, but including aspects of understanding, knowledge creation and management, critical analysis, evaluation and judgement, and the entirety of interactions between users and information resources in the pursuit of excellence in learning, teaching and research.)

Our work in 2005/6

1. Produce and publicise a position statement on information literacy and learning with reference to the work of the SCONUL TAFG on E-learning and the outcomes of the HEFCE Strategy for E-learning;
2. Develop the 7 Pillars model for a wider audience and position in the context of learning and teaching strategy development
3. Update information on Information Literacy in institutional learning and teaching strategies
4. Review TOR and membership of the Group in the light of the position statement
5. Establish liaison mechanism with with relevant agencies including HEA and with the National Teaching Fellows
6. Engage with international activity on IL as a node of the international forum
7. Support members through articulation of role of librarians in relation to teaching and learning
8. Develop strategy for 'badging' MOSAIC Plus
9. Inform HE library community and others of developments in IL and the role of librarians and libraries in learning
10. Target work on evidence-based methodologies in order to evaluate how they might inform development

work on IL and establish a mechanism for identifying research priorities

11. Develop research project from key research priorities identified in 2005
12. Roll-out of MOSAIC Plus
13. Make a major contribution to debate about learning and teaching in HE

x. Performance Improvement

Our Performance Improvement priorities

SCONUL will continue to maintain and develop statistics and other performance measures

- ❖ Investigate and facilitate practical methods of evaluating and improving the performance and quality of SCONUL libraries.
- ❖ Disseminate information in this area, providing analytical reports, toolkits and guidance notes, along with opportunities for networking between SCONUL members.
- ❖ Maintain and develop the statistical database, to meet the needs of SCONUL libraries for performance data.
- ❖ Co-ordinate and prepare responses to other bodies proposing arrangements for the review of SCONUL libraries
- ❖ Maintain a good relationship and collaborating where appropriate with other national and international bodies working in these areas, liaising particularly closely with UCISA on performance measurement activities.
- ❖ Complete the SSR on the web project and sustain LibQUAL+
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on performance improvement issues in order to stimulate future policy and strategic development

Our work in 2005/6

1. Collect, develop and disseminate SCONUL statistics. Review the data obtained from the new e-measures included in the SCONUL Statistical Return 2003-04; obtain feedback on the SSR in web format and refine in view of this; complete the report writing and other data extraction from the SCONUL Statistics on the web initiative. Report writing data and other data extraction an essential enhancement of providing SCONUL statistics on the web
2. Develop, support and evaluate appropriate library survey instruments. Update the SCONUL template for user surveys with more emphasis on e-access; variant for converged services; review the comparative data from the satisfaction survey benchmarking pilot; Continued UK HE library participation in annual LibQUAL+ survey 2005, includes support SCONUL participants in and finalise a more distributed support structure for LibQUAL+ annual participants
3. Disseminate key performance indicators on SCONUL libraries and information services. Continued annual publication of UK HE Library Management Statistics data; approve and produce the UK HELMS Statistics; circulate to Vice-Chancellors and Principals with personalized accompanying letter
4. Increase awareness of the impact of HE libraries and information services on core activities. Evaluate and publicise the results of the two impact measurement projects
5. Review and integrate the work of the SCONUL/UCISA statistics sub-group; agree new structure through EB

xi. Quality Assurance

Our Quality Assurance priorities

On behalf of SCONUL and UCISA to respond to the ongoing need for engagement with QAA both in regard to advocacy and to practice help/advice to members.

- ❖ Liaise closely with the QAA and other organisations responsible for the quality and standards of higher education provision, in order
 - ❖ to ensure that library and ICT services are seen as an important element of the student learning experience in any review of academic quality
 - ❖ to help ensure that standards of library and ICT provision are maintained and improved
 - ❖ to help promote the use of high quality information for student learning
- ❖ Make constructive proposals for a consistent approach to library and ICT services in the quality procedures of the QAA and other appropriate organisations, including higher education institutions themselves, in particular:
 - ❖ to ensure that appropriate emphasis is placed on effective liaison between academic staff and library and ICT services
 - ❖ to encourage auditors and reviewers to focus on quality processes and mechanisms as well as resources
 - ❖ to influence the training of auditors and reviewers so that they can understand the need for the involvement of library and ICT services in quality procedures
- ❖ Review SCONUL and UCISA members' experience of quality procedures
- ❖ Disseminate information on quality developments and examples of best practice to SCONUL and UCISA members
- ❖ Maintain a good relationship and to collaborate where appropriate with the SCONUL Working Group on Performance Improvement
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on IL and learning issues in order to stimulate future policy and strategic development

Our work in 2005/6

1. Monitor and respond to developments related to the implementation of the new QAA quality procedures, including specific developments in Scotland and Wales. Receive update on QAA plans and developments and update QAA representative on the Group's activities
2. Seek to influence QAA's evaluation and review of quality procedures as affect learning resources. Draw up formal SCONUL / UCISA submission
3. Track developments with National Student Satisfaction Survey. Provide summary report at end of 2005
4. Collaborate with the NHS Library & Knowledge Development Network on quality assurance processes for NHS funded HE programmes. Develop mechanisms through which the SCONUL / UCISA Group and the Network can be mutually supportive and develop joint approaches

5. Develop resources available for SCONUL/UCISA members via the Group's web pages so as to provide members with a range of resources and information to support their input to quality assurance processes in their own institutions. Obtain details of SCONUL / UCISA members' experiences of Institutional Audit in practice including
 - ❖ Commentaries on members' experiences of Institutional Audit in practice
 - ❖ Links to Institutional Audit reports
 - ❖ Examples of input by members to institution and discipline self evaluation documents
 - ❖ Disseminate information to SCONUL /
 - ❖ UCISA members on quality developments
 - ❖ Links to relevant information on professional body web sites to be developed
6. Track relevant quality developments in HE quality assurance overseas, e.g. in Australia so as to gain a greater understanding of quality assurance processes overseas which could assist in the consideration of learning resources during UK HE audits and reviews. Developments in Australia to be monitored and a report issued.

xii. Scholarly Communications

Our Scholarly Communications priorities

On behalf of both CURL and SCONUL to strengthen our impact in the strategic area of scholarly communications issues

- ❖ Take a lead role in the fast changing area of scholarly communications on behalf of the academic library community in the UK and Ireland in order to assist it to influence, adapt to, and develop strategies in relation to:
 - ❖ the evolving role of library and information services within a changing scholarly communications landscape;
 - ❖ the evolving economics of scholarly communication;
 - ❖ building partnerships with interested parties to further the scholarly communications;
 - ❖ collection, retention and preservation policies;
 - ❖ cultural change.
- ❖ Monitor the impact of scholarly communications developments inside and outside the UK and Ireland (including USA, Europe and Australia) so as to engender a more informed and proactive approach to scholarly communications issues throughout the academic and wider library and academic communities in the UK and Ireland.
- ❖ Sponsor advocacy in academic communities about scholarly communication issues and to act as a principal body which interacts on, and acts as an advocate for, scholarly communications issues with relevant regional, national and international bodies.
- ❖ Inform and advise the CURL and SCONUL community, as well as the wider library and academic communities, informed about scholarly communications issues and developments on a regular basis in order to stimulate future policy and strategic development
- ❖ Identify and promote initiatives in key areas, especially through innovative project work
- ❖ Monitor, and report on, the Group's progress against an action plan agreed annually by the CURL and SCONUL Executive Boards

Our work in 2005/6

1. Take a lead in the fast changing area of Scholarly Communications on behalf of the academic library community in the UK and Ireland
 - ❖ Identify actions from HC Report to be taken forward
 - ❖ Engage with RLN
 - ❖ Liaise with CURL's Content Curation TF
 - ❖ Survey issues, identify and fill gaps in existing studies
 - ❖ Study on impact of author-pays model on periodicals departments
 - ❖ Establish links with LTSN
2. Sponsor advocacy in academic communities about Scholarly Communication issues and to act as a principal body which interacts on, and acts as an advocate for, Scholarly Communications issues with relevant regional, national and international bodies
 - ❖ Produce lobbying document for MPs
 - ❖ Consider model for advocacy campaign to UK academics
 - ❖ Liaise with RCUK and funding councils
 - ❖ Establish links with DTI and OST

- ❖ Agree advocacy lines to publishing community
 - ❖ Contribute regular briefings to Russell Group PVCs
 - ❖ Engage with UUK
 - ❖ Continue engagement with OFT
 - ❖ Liaise with EU investigation teams
 - ❖ To pursue issues to do with copyright at an international level (WIPO)
3. Keep the CURL and SCONUL community, as well as the wider library and academic communities, informed about Scholarly Communication issues and developments
- ❖ Continue the SC Newsletter
 - ❖ Identify costs of scaling up SHERPA to all UK HEIs
 - ❖ Liaise with eThos
4. Identify and promote initiatives in key areas, especially through innovative project work

xiii. Space Planning

Our Space Planning priorities

SCONUL will refocus activity so as to identify the challenges for flexible learning and research space in an increasingly e-environment and to stimulate research interest in areas related to information and library requirements for learning and research space

- ❖ Bring a new focus to issues in relation to space and design supporting teaching, learning and research
- ❖ Identify the key principles and practical applications of design and space planning and to share these with members
- ❖ Contribute to issues of space planning and design through participation in and collaboration with appropriate groups at national and international level
- ❖ Raise awareness of good space as a key institutional strategic resource
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on issues matters pertaining to learning, teaching and research space issues in Higher Education in order to stimulate future policy and strategic development

Our work in 2005/6

1. Define space and design issues in relation to:
 - ❖ Creating New Space
 - ❖ Learning Space
 - ❖ Research Space
 - ❖ e-Environment
 - ❖ Diversity
2. Hold key space planning and design event during 2005 to
 - ❖ Envision the library of the future,
 - ❖ Stimulate discussion and raise awareness amongst stakeholders;
 - ❖ Explore current themes (e.g. impact of good design of learning environment on learning outcomes) in organising opportunities for collaboration.
 - ❖ Identify key issues in relation to current developments and member feedback
 - ❖ Identify themes which could benefit from further research
3. Continue to participate in and contribute to work of such groups as HEFCE Space Planning Group
4. Develop Relations with Stakeholders
 - ❖ Architects
 - ❖ Estates Officers
 - ❖ University Foundations
 - ❖ Funding Counciland provision of advice on developing relationships with stakeholders concerned with individual projects
5. Develop/ forge greater relationships with agreed SCONUL partners e.g. CILIP
6. Develop / forge greater international alliances e.g. LIBER / IFLA
7. Prioritise communications to members, concentrating on:

- ❖ Website enhancement to ensure relevant and timely content available to members
- ❖ E-bulletin provision to members on regular basis
- ❖ Events awareness / nationally and internationally

8. Identify and share best practice supported by:

- ❖ Authoritative and respected source of expertise (including Advice and Information; Buildings Database; Briefing Papers)
- ❖ Recognising and celebrating best practice (including Design Awards (need to review criteria for design awards, drawing on group expertise and member input) and Buildings Database)
- ❖ Themed buildings visits

9. Specify and cost of Buildings Database upgrade requirements and request funding to commission necessary work

10. Hold key space planning and design event during 2006 to envision the research library of the future, stimulate discussion and raise awareness amongst stakeholders