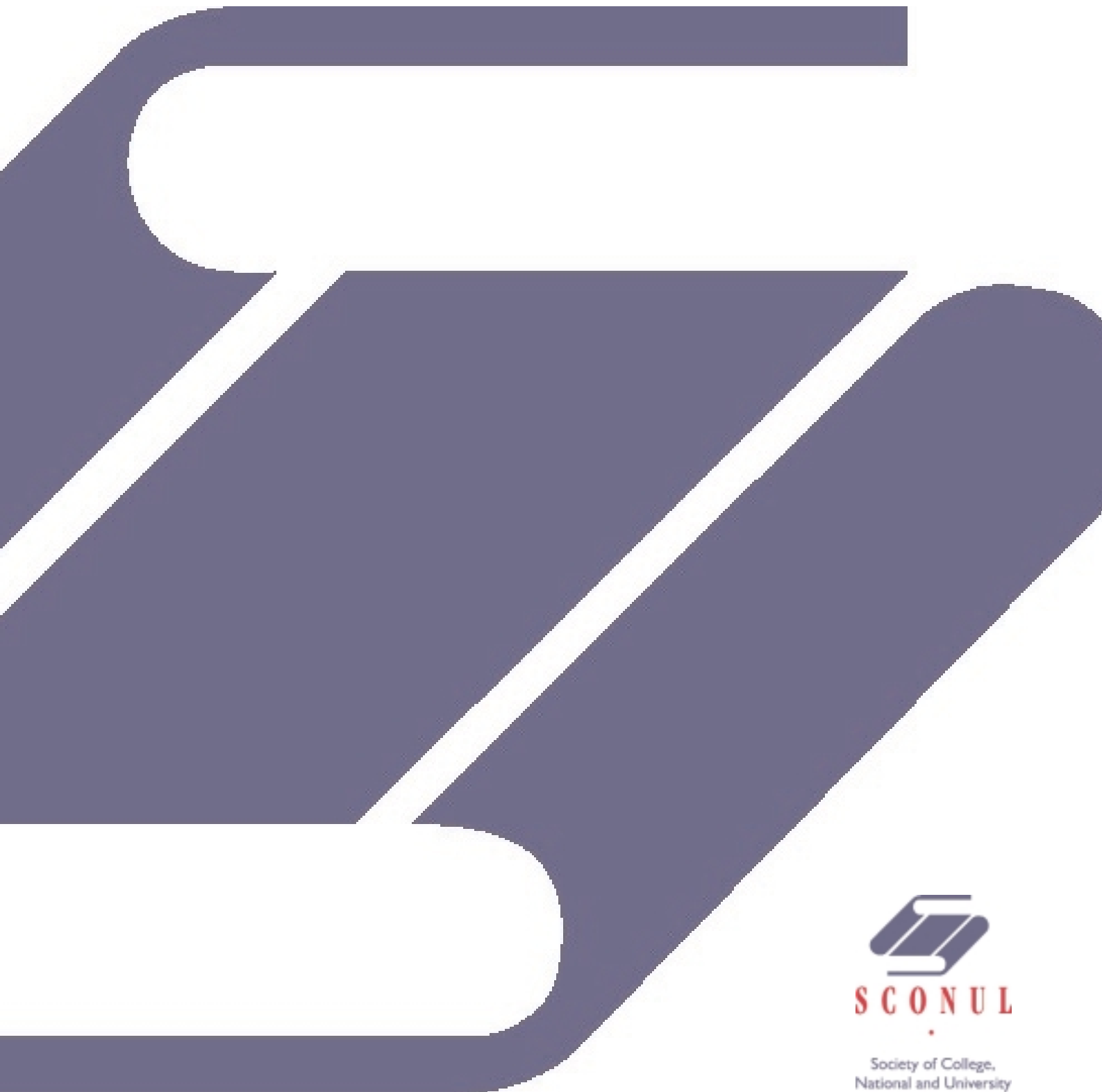


SCONUL

annual review 2004





SCONUL

annual review 2004

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:

- 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

Work-plan objectives 2004/5

- The recurrent themes of collaborative sharing and development of good practice, influencing policy makers and raising the profile of higher education and national libraries form the basis of our objectives.

SCONUL is governed by its members (listed at the back of this report) whose Representatives meet twice a year, and between meetings through an elected Executive Board.

Suzanne Enright
Chair, SCONUL
February 2005

The Executive Board at December 2004

- *Chair* Suzanne Enright
- *Vice-Chair* Anne Bell
- *Honorary Treasurer* [vacant]
- Chris Bailey
- Jane Core
- Vanessa Crane
- Andrew Green
- John Hall
- Elizabeth Heaps
- Marie Reddan
- Sue Roberts
- Mike Roch coopted
- John Tuck coopted

The Secretariat

- *Secretary* Toby Bainton
- *Assistant Secretary* Gail Downe
- *Secretarial Assistant* SitMui Ng
- *Secretarial Assistant (acting)* Carme Abbelló

The Advisory Committee and Working Groups

- Members are recorded within the report as at December 2004

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Charity Commission registration 278550



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chair's introduction

2004

In April 2004 I took office as Chair of SCONUL's Executive Board (EB), after many years as a member of the Board and of Advisory Committees. To be elected Chair of SCONUL, the only body with a national voice for higher education and national library and information services in the UK and Ireland, is a privilege and a challenge. Reading this Annual Review affirms that 2004 saw SCONUL again put lots of energy into a wide range of positive activity; all of which is in order to deliver on our core objectives of collaborative sharing and development of good practice, influencing policy makers and raising the profile of higher education and national libraries. Some activities were more high profile than others (for example, our contributions to the House of Commons Science and Technology Committee Inquiry into scientific publications). Much of it featured new collaborative working – including the new review of partnerships and alliances by the EB; our joint programme of work with CURL on scholarly communication; our new working arrangements with CILIP; discussions with the HE Academy and Leadership Foundation; and the setting up of a new joint group with our sister body UCISA and ALT (Association for Learning Technology)). Once again, we ran a number of seminars, meetings and visits including the successful Annual Conference, hosted by the Queen's University Belfast and the University of Ulster, in Belfast and the Autumn Meeting, held at the British Library. The year also saw the Newsletter re-launched as Focus. But, irrespective of scope or topic, for

all of the activities reported on in this report, delivery has depended on the hard work and commitment of a wide range of people.

In the midst of all this wide ranging activity today, it can be easy to forget that SCONUL has a long history. Founded in 1950 (as the Standing Conference of National and University Libraries), it merged in 1994 with COPOL, the Council of Polytechnic Librarians and, in 2001, welcomed colleges of higher education into membership and changed its name to the Society of College, National and University Libraries. As has been noted before, SCONUL has grown hugely over that period, in influence as well as size, and throughout we have collectively agreed that there is enough of an agenda common to all of us for the future of SCONUL to be assured.

Now SCONUL is firmly on its way to its second half century, and we must ensure that we think and act strategically, and in timely fashion, in order to gain maximum benefit for ourselves, our institutions, and our users. In June 2004 the EB embarked on a significant agenda for change, so as to better position SCONUL as an organisation for the coming years. Nor has EB developed its recommendations in isolation. The agenda for change has been informed and influenced by a series of recent member feedback exercises including the ORC International focus group study, discussions with Chairs of the Advisory Committees and Working Groups, the members' Top Concerns exercise, an

email straw poll of 48 members in relation to financial and value for money issues and the SCONUL Vision 2010 work

This work by EB is focusing on 5 key areas for action:

- a) Introduce a structure, or framework, to strategic planning to bring together SCONUL activities and plans, which are currently disparate, in order to improve accessibility and visibility to members
- b) Put a new emphasis on influencing, partnership and collaboration to ensure long standing aims of influencing and leading are given a solid foundation
- c) Review effectiveness of all SCONUL groups so they best support SCONUL in achieving its aims and strategic priorities.
- d) Undertake a wide-ranging financial strategy so as to position SCONUL financially to deliver on organisational benefits that will accrue from the actions above and increase value for money for members
- e) Articulate priorities for the Secretariat, defining how it can best support SCONUL in achieving its aims and strategic priorities.

This is the first significant review of SCONUL structures, operations and financing since the mid-1990s. The AGM in 2005 will be asked to consider how best to deliver this change, based on a review of SCONUL groups and on a proposed new financial strategy including the introduction of a banded subscription model. I believe these changes will lead to

- A more strategic SCONUL (it being the only UK and Ireland body which represents all HE and National libraries together)
- A step increase in activities to support the membership
- Increased lobbying and advocacy on behalf of members
- Enhanced visibility of SCONUL and its work, both to members and third parties
- Closer alignment to member needs, whilst balancing strategic and tactical concerns
- Increased capacity to deliver the SCONUL agenda by targeted investment, including deployment of resource to commission external support
- Transparent business planning
- Regular feedback exercises to ensure alignment between member concerns and the SCONUL agenda
- A proactive campaign to secure commercial sponsorship
- Increased openness about group processes including membership

I am convinced that there is a greater need than ever for SCONUL as the library and information landscape continues to change, and hope that, in retrospect, the year 2004 may look like yet another key one for SCONUL: the year in which it decided to become more focused and strategic in its activities in support of library and information users UK and Ireland-wide. This is a major challenge for SCONUL as it moves on from its first 50 years!

I am grateful for the support of both the Board and the Secretariat which show themselves willing to embrace the challenges ahead; and thanks, as always, go to members involved in SCONUL activity in whatever guise – whether working on the various Advisory Committees, Working Groups and Task Forces or helping more anonymously, to collect SCONUL statistics or support events locally.

secretary's review of the year

2004

Influencing legislation and government policy

The event of the year was the scrutiny by the UK's House of Commons Science and Technology Committee of the scientific publications market. SCONUL has long been drawing government attention to inefficiencies in current methods of scholarly communication, especially in science, technology and medicine. In previous years SCONUL has presented evidence several times to the Office of Fair Trading and the Competition Commission, and indeed we made a submission to the OFT early this year too. In 2004 we were pleased to see the issue taken up by politicians. In collaboration with CURL (the Consortium of University Research Libraries), we presented an authoritative body of written evidence to the Science and Technology Committee, and supported the oral evidence given by librarians at the Committee's hearings in April. We were rewarded when the Chairman of the Committee, Dr Ian Gibson, MP, spoke frankly about its Report, and the government's response to it, at our one-day conference in November.

We continue to lobby government on this issue, and also did so less formally during the year through meetings with the Foundation for Science and Technology, with Universities UK, and with the Frankfurt Group, a forum for publishers, scientific authors, librarians, and reproduction rights organisations.

SCONUL has been addressing government in other areas too. Our Chair and Secretary between them spoke at three meetings with senior officials in the UK's Department for Education and Skills, on the importance of libraries to e-learning. SCONUL also made a written response to the DfES consultation document, Towards a unified e-learning strategy. HEFCE's consultation on its e-learning strategy was receptive to our concerns, noting 'the central role of libraries and information services'.

SCONUL's Secretary, as a member of the government's Advisory Panel on Crown Copyright (renamed during the year the Advisory Panel on Public Sector Information), stressed the importance to education and research of improved access to government-held data. On copyright more generally, a topic always of concern to libraries, SCONUL gave considered opinions to the European Commission on their proposed review of EC copyright law, and on digital rights management systems. SCONUL's Secretary gave an invited presentation on behalf of libraries at the EC-sponsored conference on copyright in Dublin in June. With colleagues from the Libraries and Archives Copyright Alliance, he met the new Director of Copyright at the UK's Patent Office, to discuss future improvements to copyright law, and in recognition of his ongoing work on copyright, he was elected Chair of the copyright expert group of EBLIDA (European Bureau of Library, Information and Documentation Associations), which

lobbies on behalf of libraries at the European Commission and Parliament.

Another example of successful lobbying was the passage of the Directive on the Enforcement of Intellectual Property Rights. When it was formally adopted in March it was far less threatening to universities and their students than it had been in its early drafts. Political pressure and targeted lobbying certainly achieved much in this case.

As usual several government agencies sought SCONUL's opinion, ranging from HEFCE on the Research Assessment Exercise and JISC on the governance of information systems, to Ofcom on media literacy.

Alliances and collaborations

Our long-standing alliance with Universities UK was strengthened. Not only did SCONUL take part as usual in UUK's commercial negotiations with the Copyright Licensing Agency, but this year we embarked together on a political campaign towards improving the VAT regime for electronic publications.

With our colleagues in UCISA (Universities and Colleges Information Systems Association) we had meetings with the Directors of the Higher Education Academy and of the Leadership Foundation. The latter meeting led to further discussions

towards the adoption of a new high-level leadership course for directors of library and information services in higher education. This will build on our established courses for middle managers. Also with UCISA we ran a joint conference on information literacy, and worked towards combining effort on that topic and on e-learning strategy, by forming a joint group to include not only SCONUL and UCISA but also the Association for Learning Technology.

SCONUL joined the new International Alliance on Information Literacy, and towards the end of the year we made a joint declaration with CILIP (the Chartered Institute of Library and Information Professionals) promising collaboration, amongst other things, on influencing policymakers.

With CURL we established our first joint working group, the joint CURL/SCONUL Scholarly Communications Group. In line with the recent declaration, a CILIP representative was appointed to it. The venture was made easier by the collaborative preparation of evidence by CURL and SCONUL for the House of Commons Science and Technology Committee, and by informal meetings and telephone conferences between the officers of CURL and SCONUL.

The Executive Board began a review of partnerships and alliances and an encouraging series of meetings took place, or were arranged for the near future, with such bodies as the Higher Education Academy, the Association for Learning Technology, and JISC, whose Chairman, Sir Ron Cooke, spoke at our autumn conference and positively welcomed closer links with SCONUL.

Practical help to members

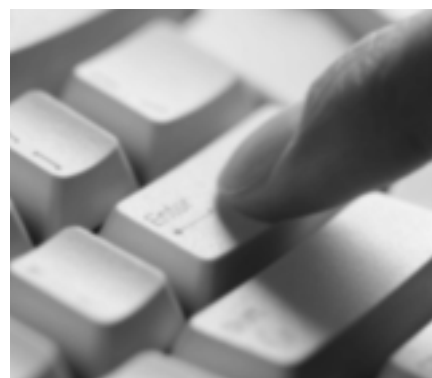
Ever concerned to keep SCONUL's activities relevant to its members' needs, our Advisory Committee on Communications and Marketing commissioned ORC International to run several focus groups of library staff during the early summer. The consultants' analysis of those discussions confirmed the previous findings of the Committee's own survey, in pointing to SCONUL's strengths and also to its weaknesses in communicating with the staff at large within its member libraries. SCONUL's Chair supplemented the focus group work with an e-mail survey of 'most pressing concerns' of library directors, and our Vice-Chair built further on this with an informal poll by telephone of perceptions of SCONUL.

The collection, analysis and publication of statistics has long been a major benefit for members of SCONUL, allowing libraries to assess their performance against comparators of their choice. This year our large twelve-year dataset proved its worth more obviously than usual by providing hard information to politicians and civil servants in the debate over scientific publishing. At the same time we made the submission of figures easier for members by introducing a web-based statistical return.

On another front our reciprocal scheme 'SCONUL Research Extra' completed its first full year of successful operation, allowing higher education researchers to borrow from libraries

other than in their own institutions. By the end of the year, over 8600 researchers had registered under the scheme to borrow from another library, and together they made over 92,000 borrowings of books. SCONUL also worked hard, with the Society of Chief Librarians (of English public libraries) and others, to make libraries of different kinds more readily accessible to life-long learners. A joint scheme, called INSPIRE, attracted significant funding from government and governmental agencies and was able to appoint a full-time project officer towards the end of the year. Sally Curry, based at the Robinson Library of the University of Newcastle-upon-Tyne, is formally an employee of SCONUL. She began work to negotiate the extension of local and regional library access schemes for the benefit of informal learners of all kinds.

Amongst SCONUL's publications in 2004 was the *SCONUL vision: academic information services in the year 2010*. This brief document predicts the future for our member libraries and is the third in a series which has hitherto proved remarkably accurate. This year's version was put to immediate use in the strategic plans of many members.



International

The success of the study tour of 2003, when almost thirty heads of library and information services visited New York and/or participated in the Washington meeting of the Association of Research Libraries, prompted plans for a similar tour in 2005 of Australian academic libraries, incorporating attendance at the meeting of the Council of Australian University Librarians.

SCONUL's usual participation in international groups and conferences had a theme of quality enhancement in 2004. The Secretary was invited to speak at the World Library and Information Congress (IFLA), in Buenos Aires in August, on the theme of quality assessment in UK libraries, and at the request of the Andalusian universities' quality assurance agency, he was one of a team of three external assessors who examined the university libraries of Granada (May) and Almeria (June).

Updating SCONUL

The Executive Board considered that an appropriate response to the concerns voiced by members was a programme of internal reforms. Substantial reviews of SCONUL's finances and committee structure were therefore well advanced by the end of the year and promise to figure largely in SCONUL's business for 2005.

Secretary's liaison and lobbying activities

The Secretary contributed to the discussions of the following:

- Advisory Panel on Crown Copyright (renamed during the year the Advisory Panel on Public Sector Information [of the UK government])
- The British Library
- Consortium of National and University Libraries (Ireland)
- 'Copyseek' (university copyright officers) seminars
- Consortium of University Research Libraries
- Department for Education and Skills (UK), e-learning Strategy Unit
- EBLIDA (European Bureau of Library, Information and Documentation Associations)
- European Fair Practice in Copyright Campaign
- Education Copyright Users' Forum
- European Commission: Copyright Conference, Dublin
- Foundation for Science and Technology
- 'Frankfurt' Group of libraries, publishers, collecting societies
- Higher Education Academy
- Higher Education Staff Development Association
- IFLA annual conference
- INSPIRE project
- JISC
- LIBER (Ligue des Bibliothèques Européennes de Recherche) annual conference
- Libraries and Archives Copyright Alliance
- Loughborough University: Advisory Committee for LISU (Library & Information Statistics Unit)
- National Preservation Office - Preservation Administrators' Panel
- Patent Office (UK)
- Publishers Licensing Society
- UK Libraries Plus Steering group
- Universities UK
- WATCH (Writers, Artists and Their Copyright Holders) project advisory committee
- WHELP (Welsh Higher Education Libraries Forum)

executive board report

Many of the activities of EB are reported in the Secretary's Review of the Year above and are not repeated here. These are in relation to influencing legislation and government policy; alliances and collaborations; mutual support issues and international activities.

In June 2004 the Executive Board (EB) embarked on an agenda for change, informed and influenced by a number of member feedback exercises designed to help identify the current concerns of SCONUL members (including the ORC focus group study, discussions with Chairs of the Advisory Committees, the members' Top Concerns exercise, an email straw poll of 48 members in relation to financial and value for money issues and the Vision 2010 work). These all indicated changing priorities for members and will guide setting strategic priorities.

There have been 3 key areas of work to date:

Firstly, EB undertook to review, refresh, re-structure Advisory Committees (AC) and other groups (including the EB) so as to

- a) consider the degree of strategic fit between the work of the current groups and the new vision, mission and role recently articulated by SCONUL
- b) evaluate current procedures concerning group membership, terms of reference, profile and related practicalities including support mechanisms
- c) address issues concerned with engagement with members, communication and dissemination of the work of the groups
- d) explore any issues raised around financial support and value for money
- e) support increased effectiveness.

Chairs of Advisory Committees and other groups were involved in a fairly lengthy consultation during summer/autumn 2004 and these discussions confirmed the need to refocus SCONUL's activities, to respond to their concerns in respect of sustainability, capacity and workload (particularly given the considerable workloads on individuals) and to reduce/stop activities which provide limited strategic value. In October 2004 EB approved a significant review of 6 Advisory Committees/groups. The objectives were to refocus their work as a means to increase further their direct and timely relevance to members and to provide opportunities for a step change in strategic activities which enhance the visibility and impact value of SCONUL. It was agreed that there was no need to take action at

that time on the three new groups (on scholarly communications, communication/ marketing and health) and it was recognised that the current work of separate groups on e-Learning (Task Force) and access issues (SRX and Inspire) would need to be incorporated, as appropriate.

In December 2004 EB considered and approved a report arising from the review, outlining detailed proposals to re-focus the work of the groups so as ensure future work is focused on the high visibility areas, delivered through a new structure designed to support the best strategic fit. The high visibility areas, as identified by EB, are:

1. Access
2. Advocacy and lobbying
3. Communication and Marketing
4. e-Learning
5. Fundraising and sponsorship
6. Health Strategy
7. HR issues
8. Information Skills
9. Performance Improvement
10. Quality Assurance
11. Scholarly Communications
12. Space planning

The report proposed that a new set of groups, with new terms of reference, was called for. To this end, EB concluded that although much of the work of existing committees would continue under the proposed new arrangements, it would be best, and equitable, to stand down all existing groups, in formal terms, and start afresh with a new structure. Existing Chairs were asked if they would be prepared to stay on until December 2006 and existing group members have been asked for expressions of interest in pursuing related work under

the new structure. Chairs have been actively engaged in the transition process and in working with EB to draw up proposed new work plans for 2005. In addition, EB endorsed detailed proposals for a new financial strategy, specifically designed to provide strategic funding to support an increased level of activity in these critical areas and to provide increased resource for activities to enhance the visibility of SCONUL's work.

As part of the wider review of structures, EB has also undertaken to review its own operations and so far has moved its meetings to a different cycle (with a 5th one being held at the AGM and the 6th meeting taking the form of the annual planning/strategy meeting to be held soon after the AGM); radically revised its agenda and paperwork to give priority to strategic issues, to streamline input from ACs and other groups and to ensure regular review of outstanding issues/actions from past 12 month period; co-opted Chair of the Communication and Marketing Group and Chair of the annual conference planning group onto EB to ensure direct communication on these key areas of activity. The review will continue into 2005 by evaluating EB against the question 'how does this group/body/organisation demonstrate strategic fit'.

The final stage will be to review the Secretariat by evaluating it too against the question 'how does this group/body/organisation demonstrate strategic fit'. This review will revisit operations as part of a formal review of modus operandi and costs of the Secretariat to ensure it supports SCONUL strategy development and implementation. The outcome will

OBJECTIVES

- To 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
- To develop an influencing, partnership and collaboration strategy (including internationally) based on a sound foundation, given the fact that SCONUL is the only sectoral body with national membership
- To review current SCONUL structures, including identification of new areas for activity, consideration of how to secure fuller engagement by members, and consideration of how they can best deliver the mission and aims.
- To develop a financial strategy so as to ensure SCONUL has the necessary infrastructure for delivery
- To revise Executive Board operations so as to ensure it can best deliver the mission and aims.
- To develop a strategy for the Secretariat so as to ensure it can best deliver the mission and aims.

ACHIEVEMENTS

- Improved format and refreshed content of the Annual Report such that it will become the vehicle to report on progress against strategic priorities
- A draft Operational Plan will be presented to the AGM 2005 for consideration
- Proposals prepared for AGM in 2005 on financial strategy and new financial model, including some substantive changes
- Proposals prepared for AGM in 2005 on changes endorsed by EB in respect of changes to Committees/groups
- Agreement within the Board to use the opportunities presented by the financial review to improve financial support to groups for support of strategic developments in high visibility areas
- Review of current group procedures, so as to clarify processes and ensure transparency (involving some changes to formal Rules for Conduct of Business)
- Proposals for the introduction of a clearer, new linkage between EB and groups based on the introduction of an annual planning/strategy meeting soon after the AGM rather than the current practice of having one bi-annually.
- Review of groups and bodies SCONUL is represented on

enable articulation of priorities for the Secretariat in line with strategic fit of all groups. This will help define how it can best support SCONUL in achieving its aims.

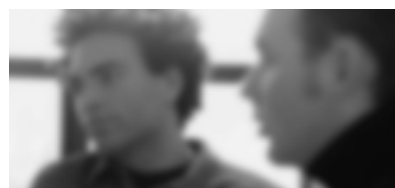
Secondly, EB has undertaken a mapping exercise for bodies already identified as key for SCONUL including a review of business plans and other strategy documents so as to identify areas of overlap (or gaps). A proposed task and finish group on advocacy and lobbying will use and refine this exercise to improve and widen SCONUL's external profile. In parallel, active discussions have been held on joint working with CURL, RLN, CILIP and with ALT/UCISA. New openings are also being explored with JISC. EB has also reviewed those groups and bodies SCONUL is represented on with a view to getting this down to essentials; SCONUL will only retain links with those where there is strategic fit and will seek opportunities to work more closely with these bodies.

Thirdly, and following a wide scale review, EB has formally endorsed a new financial strategy predicated on increasing income levels and simultaneously reducing certain designated areas of expenditure. This is designed to:

- Support SCONUL to become a more strategic organisation and underpin the new SCONUL strategic framework and development programme
- Enable a step change in SCONUL activity levels and respond to Advisory Committee Chairs' concerns about sustainability issues
- Respond to member concerns about SCONUL's visibility, impact and value for money

Detailed proposals will be presented for consideration at the 2005 AGM, including:

- a) A proposal for an initial tariff to support strategic developments
- b) Introduction of a new subscription methodology based on banding rather than flat fee
- c) Growing the membership base, including corporate members
- d) Strategic approach to sponsorship, external funding sources, conference exhibitions etc
- e) Enhanced contribution to full cost recovery from SCONUL events
- f) Future strategies to reduce/stop expenditure on activities which provide limited value to members
- g) Review of modus operandi and costs of EB meetings



MEMBERS

- CHAIR SUZANNE ENRIGHT
- VICE-CHAIR ANNE BELL
- HONORARY TREASURER [VACANT]
- CHRIS BAILEY
- JANE CORE
- VANESSA CRANE
- ANDREW GREEN
- JOHN HALL
- ELIZABETH HEAPS
- MARY MORLEY COOPTED
- MARIE REDDAN
- SUE ROBERTS
- MIKE ROCH COOPTED
- DEBBY SHORLEY COOPTED
- JOHN TUCK COOPTED

Access to Information Systems and Services

The Committee focussed its efforts on collaborative access projects, relevant legislation and ICT issues. It also identified digital libraries and access to information resources as areas of interest.

A publication strategy was agreed comprising 'short advice' notes along with occasional publications of a more substantial nature. In 2004 three advice notes were produced, covering access to electronic information service, JISC Plagiarism Advice Service, and the Freedom of Information Act.

Discussion took place with UK Libraries Plus over staging a joint event relating to collaborative access schemes; however this did not go ahead in 2004. The committee discussed the development of the INSPIRE scheme and the ways in which SCONUL might support this. It was agreed to produce a SCONUL 'statement' about the principles of reciprocal access, to feed into a response for the Office for Fair Access.

The Committee began an exercise to record members' involvement with other relevant groups (e.g. JISC and UCISA committees), so as to develop channels of communication.



MEMBERS

MARK BROWN (SOUTHAMPTON) CHAIR
SARA MARSH (SWANSEA) SECRETARY
TRACEY HENSHAW (BRITISH LIBRARY)
ROGER HEWITT (UCISA: MANCHESTER)
ADAM EDWARDS (SURREY ROEHAMPTON)
LOUISE GARDEN (GLASGOW CALEDONIAN)
KAREN SENIOR (BOLTON)
PHIL SYKES (LIVERPOOL)
CHAIR'S NOMINEE: ELIZABETH HEAPS (YORK)
SCONUL ASSISTANT SECRETARY

OBJECTIVES

- To identify good practice in legislation, regulations and codes of practice and disseminate to SCONUL membership
- To monitor and promote initiatives which increase access to information
- To influence and promote the reciprocal access and borrowing agenda at a national and regional level and to monitor technical developments as they affect access
- To consider implications of new developments in teaching and learning technology on libraries

ACHIEVEMENTS

- Issued advice notes on access to e-info services, FOIA and plagiarism
- Ongoing support for SRX, Inspire and UK Libraries Plus
- Agreed to produce a statement of principles of reciprocal access

Buildings

The buildings visit, which took place in June, was a joint event covering the John and Aileen O'Reilly Library, Dublin City University and the Ussher Library, Trinity College Dublin. The presentations included contributions from a variety of people - architects, estates managers, librarians and fund-raisers – which had been particularly appreciated by participants.

A briefing meeting was also arranged between Committee representatives and Kilner Associates - consultants who were working on a HEFCE project designed 'to test the feasibility of a model of the affordable estate which can eventually be used by HEIs for business planning and assessing space needs.' The meeting considered the changing role of libraries and learning centres and the implications for the design and use of space.

The Committee responds to enquiries from SCONUL members on a regular basis. In 2004, these included space norms, examples of innovative design for small libraries and disability issues. Links with other specialist groups are maintained by committee members: for example, the Committee Chair, is a member of the UK Higher Education Space Management Group and the Committee Secretary works with the LIBER Architecture Group.

OBJECTIVES

- Gather information on, and share best practice in relation to, building design/usage
- Influence other professional bodies which have an interest in library building issues
- Update and promote database of library buildings projects
- Consider and advise members on developing requirements for library and learning support space

ACHIEVEMENTS

- Successful visit to the John and Aileen O'Reilly Library, Dublin City University and Ussher Library TCD in Dublin
- Maintained links with members and other specialist groups including HEFCE, IFLA, LIBER



MEMBERS

ANDREW MCDONALD (EAST LONDON) CHAIR
 GRAHAM BULPITT (KINGSTON) SECRETARY
 PHILIPPA DYSON (LINCOLN)
 DI MARTIN (HERTFORDSHIRE)
 HOWARD NICHOLSON (BATH)
 CHAIR'S NOMINEE: MARIE REDDAN (GALWAY)
 SCONUL ASSISTANT SECRETARY

Communications and Marketing

The Committee was reconstituted in late 2003, as recommended by the Task Force on Communications and Marketing in its final report (October 2003). The new Committee's first task was to formulate a work plan based on the SCONUL communication action plan drawn up by the Task Force. A useful initial outcome was a concise statement of SCONUL marketing strategy and the value to its chosen markets.

The priority for the year was the organisation of six focus groups of SCONUL members to explore perceptions of SCONUL and areas of potential activity. The consultants ORC International were commissioned to facilitate the groups, report findings and formulate recommendations. Recommendations were discussed and approved by the Executive Board in October, and a summary e-mailed to all SCONUL members.

Communications and marketing activities also included the promotion of a leaflet promoting the benefits of SCONUL membership and mapping the current availability of SCONUL publications.

The Advisory Committee received reports on the progress of the SCONUL *Newsletter*, renamed SCONUL *Focus* during the year. The Editorial team are to be congratulated on some well received issues of the publication.

OBJECTIVES

- To facilitate implementation of SCONUL communication strategy
- To explore members' perceptions of SCONUL, in order to inform strategy developments
- To develop policy and strategy for SCONUL publishing and to oversee the publications and publishing programme

ACHIEVEMENTS

- Organised six focus groups of SCONUL members to explore perceptions of SCONUL
- Formulated marketing strategy
- Publicised the benefits of SCONUL membership in print and via the web
- Reviewed publications portfolio
- Rebranding of SCONUL Newsletter as SCONUL Focus



MEMBERS

MARY MORLEY (LOUGHBOROUGH) CHAIR
 JANE HARRINGTON (WESTMINSTER) SECRETARY
 ANTONY BREWERTON (OXFORD BROOKES)
 KATHERINE EVEREST (LEEDS METROPOLITAN)
 ARLENE HEALY (TRINITY COLLEGE DUBLIN)
 FRANCES NORTON (WELLCOME INSTITUTE)
 CHAIR'S NOMINEE: SUZANNE ENRIGHT
 (WESTMINSTER)
 SCONUL SECRETARY

E-learning

E-Learning 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 considerably as a result of several factors. These drivers included:

- Recognition of e-Learning as a feature in SCONUL strategic planning discussions
- National drivers to develop e-Learning strategies by HEFCE and the DfES; other national developments and work including the JISC funding for initiatives to support e-Learning, and the publication of guides which encompassed or focused upon the roles of libraries and learning support
- Recognition of the role of libraries in e-Learning and also the impact of e-Learning on libraries
- Developments at a local level leading to the need for libraries and librarians to be proactively involved in e-Learning in their own institutions

During 2004 an E-Learning Taskforce was asked to identify and assess e-Learning issues for SCONUL, focusing on the learner and learning rather than the technologies in a rapidly changing environment. This grew out of a strategic need for SCONUL to develop a position and strategy in relation to e-Learning as this was unclear and fragmented. It would also enable directed and strategic partnership and advocacy.

The Taskforce reported to the Executive Board in February 2005, providing a contextual overview, consideration of a definition of e-Learning for SCONUL and a vision, concluding with concrete recommendations for action. The vision puts the evolution of learning and teaching – and libraries role to influence and develop this – at the heart of SCONUL's strategic focus as it is fundamental to the future of higher education. It posits that SCONUL must seek to shape and influence this changing learning and teaching environment, of which e-Learning plays an important (but not overwhelming) part.

The report will be issued to members in the near future.



MEMBERS

SUE ROBERTS (EDGE HILL) (CHAIR)
 JANE CORE (NORTHUMBRIA)
 ELIZABETH HEAPS (YORK)
 RUTH JENKINS (BIRMINGHAM)
 HILARY JOHNSON (NORTHAMPTON)
 GILL NEEDHAM (OPEN UNIVERSITY)
 PHILIP PAYNE (BIRKBECK)

OBJECTIVES

- Develop a position statement for SCONUL on e-Learning
- Develop key strategic objectives for SCONUL in this area
- Assess how e-Learning (in its varied component parts) is currently addressed by existing SCONUL committees
- Co-ordinate cross-SCONUL work on e-Learning, suggesting how existing structures could adapt (eg. working with ACIL on e-literacy development)
- Suggest how SCONUL could approach future responses to national e-Learning initiatives and strategies.

Health Strategy

During the year the Advisory Committee on Health Services was dissolved and replaced by a smaller Health Strategy Group. The new group will report next year.



MEMBERS

JUDY PALMER (OXFORD) CHAIR
SHEILA CANNELL (EDINBURGH)
MAGGIE HAINES (KING'S COLLEGE LONDON)
KATH O'DONOVAN (SHEFFIELD)
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JOHN LANCASTER (HUDDERSFIELD)
BEN TOTH (NATIONAL ELECTRONIC LIBRARY FOR HEALTH)
CHAIR'S NOMINEE: CHRISTINE BAILEY (GLASGOW)
SCONUL ASSISTANT SECRETARY

OBJECTIVES

- 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 members and stimulate further policy development and
- Take account of and, where appropriate, engage with existing collaborative initiatives between NHS and HE

Information Literacy

During 2003/2004 ACIL actively responded, disseminated and supported national and international initiatives in relation to information literacy such as liaison with IFLA University and Research Committee on the issues of International Certification; responses to the DfES and HEFCE e-learning draft strategies; response to the Draft International Guidelines for Information Literacy produced under the auspices of the American Library Association; development review of the Scottish Qualifications Authority approved post 16 Information Skills module; receipt and commentary on the Australia and New Zealand LA's Information Literacy pack. In addition direct links have been established with UCISA Teaching and Learning Information Group; CILIP Community Services Group, Information Literacy Sub Group LTSN/Higher Education Academy.

The website, which was substantially enhanced during this period, now has a range of valuable information and international links and is a substantial national resource for information literacy.

Substantial liaison was undertaken with university schools of librarianship and information science. The committee also supported the University of Sheffield CETL bid which will use the 'seven pillars' model. Committee members undertook presentations nationally and internationally notably at the e-lit conference and the SCANAL Conference for Eastern and Central Africa. The committee also undertook investigation of potential evaluation of the MOSAIC initiatives via CERLIM and also UCE linked to assessment of various funding sources to progress this work. To date the projected costs provided by CERLIM and UCE have

OBJECTIVES

- To successfully support and develop Information Literacy and its role in learning, e-learning and research
- Advocacy role in relation to the conceptual underpinning of Information Literacy, nationally and internationally
- Support research and development into the concepts underpinning Information Literacy in the context of learning, e-learning and research
- Support and develop practitioner advice and guidance in relation to Information Literacy
- Promote and publicise the work of the group and SCONUL to higher education and the wider profession

ACHIEVEMENTS

- Responses to, dissemination of and support for national and international initiatives in relation to information literacy
- Substantial enhancement of the website into a national resource for information literacy
- Substantial liaison with University schools of librarianship and information science

been regarded as too costly. Currently the committee is working on a business case for the development of MOSAIC as a SCONUL badged product. It is hoped this initiative can be finalized during 2005.

The Committee produced Learning Outcomes publication under the auspices of LTSN and SCONUL based on a series of case studies from higher education institutions. This publication, which was funded by LTSN been distributed widely. The support of appropriate staff development and training has been further developed by the website which is now a major reference point for Information Literacy and learning with global links to relevant sites.

Another major initiative has been the joint event in January 2004 with UCISA/TLIG which was held at University of Birmingham. This event was

well received and fully booked. Outline planning for a similar event for 2006 is under discussion. In addition the Committee has actively participated in joint events with SCONUL's former Advisory Committee on Health Services and the University Medical Schools Librarians Group. A number of members contributed to the recent issue of CILIP *Update* focusing on information literacy for the profession.

MEMBERS

HILARY JOHNSON (NORTHAMPTON) CHAIR
LIZ HART (STAFFORDSHIRE) SECRETARY
DEBORAH BRAGAN-TURNER (NOTTINGHAM)
PETER GODWIN (LONDON SOUTH BANK)
HELEN HATHAWAY (READING)
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JO PARKER (OPEN UNIVERSITY)
JANET PETERS (NEWPORT)
STEPHEN TOWN (CRANFIELD)
SHEILA WEBBER (SHEFFIELD)
WENDY WHITE (SOUTHAMPTON)
SCONUL SECRETARY

Performance Improvement

The Committee's work and projects continued to provide tangible benefits for SCONUL members during the year. An innovative e-measures pilot was run in twenty-five institutions, as a joint project between the committee and evidence base at the University of Central England. As a result of this, a number of workable e-measures were included in the SCONUL Statistical Return 2003-04. The SSR for 2003-04 was also available in a user-friendly web format for the first time, thanks to the work of the SCONUL Statistics on the Web project.

A questionnaire of SCONUL libraries showed that over sixty carried out regular user satisfaction surveys.

The results of the questionnaire were summarised for the committee's website and for SCONUL Focus.

These showed a clear trend towards web-only or combined web and paper based surveys. A variety of survey instruments were used, with Libra from Priority Research, LibQUAL+ and in-house packages proving the most popular. Following the survey, a pilot benchmarking exercise for a sample of libraries using the SCONUL template was carried out by LISU. It agreed to update the SCONUL template during 2005, along with a variant template for converged services.

Seventeen SCONUL libraries participated in the worldwide 2004 LibQUAL+ survey, with all but one completing the process. The committee is grateful to colleagues at Cranfield University for organising SCONUL participation once again.

OBJECTIVES

- To collect, develop and maintain the SCONUL Statistical Return
- Develop and evaluate library satisfaction survey instruments, including provision of comparative data
- To disseminate information on methods of evaluating and improving performance of member libraries

ACHIEVEMENTS

- Pilot of innovative e-measures resulted in a number of these being included in the SCONUL Statistical return
- A user satisfaction survey resulted in LISU carrying out a pilot benchmarking exercise based on the SCONUL survey template.
- Facilitated members to participate in the worldwide LibQUAL+ survey
- Review of first phase of impact measures project
- web enabled SCONUL Statistical return live

A useful review of phase one of the impact measurement project took place, with the results from each participating library being written up for publication in 2005. A second group of twelve libraries took part in the next phase, which covered a wider range of activities including e-resources and widening participation.

SCONUL members remain indebted to the invaluable work of Claire Creaser and colleagues at LISU in the annual preparation of SCONUL's *Annual library statistics* and the *Higher education library management statistics*. The positive feedback on this work was one of the most notable aspects of the review of advisory committee activities carried out during the year.



MEMBERS

MAXINE MELLING
(LIVERPOOL JOHN MOORES) CHAIR
CHRISTOPHER WEST (SWANSEA) SECRETARY
SUSAN COPELAND (ROBERT GORDON)
ANNE HANNAFORD (WORCESTER)
PHILIP PAYNE (BIRKBECK)
STEPHEN TOWN (CRANFIELD)
JACQUELINE WHITESIDE (LANCASTER)
CLAIRE CREASER (LISU)
TONY LEWIS (UCISA: SALFORD)
SCONUL SECRETARY

Quality Assurance

The activity of the group during 2004 again focused on the Quality Assurance Agency (QAA) processes for Institutional Audit and their implications for learning resources. The group continued to liaise closely with QAA on the learning resources aspects of the processes.

The main achievement of the year was the development of a collection of resources for members undergoing Institutional Audit, available via the SCONUL website. These included SCONUL Guidelines for QAA Institutional Audit (which incorporated suggestions made by the QAA), examples of institutional self assessment documents and a number of reflective post audit views from SCONUL and UCISA members. These resources were publicised and well received by members. It is hoped to expand this collection of resources, not only with further examples from England, but also with examples from the Scottish quality enhancement approach and the Welsh Institutional Review process.

Some initial collaboration also took place with the NHS Library & Knowledge Development Network on the quality assurance of NHS-funded higher education programmes.



MEMBERS

JEREMY ATKINSON (GLAMORGAN) CHAIR
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BRIAN CLIFFORD (LEEDS)
BIDDY FISHER (SHEFFIELD HALLAM)
CATHRYN GALLACHER (BRISTOL)
ANN MATHIE (GLOUCESTERSHIRE)
HELEN FLETCHER (UCISA)
SCOTT ROBERTSON (CHICHESTER)

OBJECTIVES

- Develop resources available for SCONUL/UCISA members so as to help members support institutional quality assurance processes.
- Track relevant quality developments in HE quality assurance nationally and internationally
- Seek to influence QAA's evaluation and review of quality procedures
- Collaborate with NHS Library & Knowledge Development Network on quality assurance

ACHIEVEMENTS

- Developed a collection of online resources for members undergoing International Audit
- Liaised closely with QAA and collaborated with other quality assurance networks

Scholarly Communications Group

Advisory Committee on Scholarly Communication was dissolved and its function taken over by a new joint Scholarly Communications Group reporting jointly to SCONUL and to CURL (the Consortium of University Research Libraries). The new group will report next year.

OBJECTIVES

- To 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:
 - a. the evolving role of library and information services within a changing scholarly communications landscape;
 - b. the evolving economics of scholarly communication;
 - c. building partnerships with interested parties to further the scholarly communications;
 - d. collection, retention and preservation policies;
 - e. cultural change.
- To 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.
- To 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.
- To keep 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
- To identify and promote initiatives in key areas, especially through innovative project work



MEMBERS

STEPHEN PINFIELD (NOTTINGHAM) CHAIR
PAUL AYRIS (UNIVERSITY COLLEGE LONDON)
FREDERICK FRIEND (JISC)
TOM GRAHAM (NEWCASTLE)
ELIZABETH HEAPS (YORK)
TONY KIDD (GLASGOW)
DI MARTIN (HERTFORDSHIRE)
DAVID PROSSER (SPARC)
PAUL SHEEHAN (DUBLIN CITY)
DEBORAH SHORLEY (CILIP)
JAN WILKINSON (BRITISH LIBRARY)
HAZEL WOODWARD (CRANFIELD)
SCONUL SECRETARY
CURL SECRETARY

Staffing

The Committee contributed to SCONUL's annual conference 2004, which had HR Management as its theme, covering a wide range of staffing issues and providing members with an opportunity to gather up-to-date information about emerging and current issues in HR matters.

The Committee introduced a new strategy for the management training programme, which has been shared successfully with UCISA and HESDA for some years, based on the premise that core management skills can now be learned at earlier stages of the professional's career. The first and second level courses (*Introduction to Management* and *Making Management Work*) will now concentrate on these skills, and the Leadership Foundation (LF) has assured SCONUL and UCISA of their commitment to supporting them as HESDA did in the past. *Making Management Work* is being revised to reinforce delivery of core management skills which were previously covered in part by the *Strategic Management* course.

A new joint programme for senior, second-tier, LIS managers which focuses on leadership is being developed. An outline proposal has been submitted to

the LF, with a view to negotiating funding to initiate the new programme. The LF is keen to support such a development programme for LIS staff within higher education following the demise of the *Strategic Management* course and is to supply a short consultancy to collaborate with SCONUL and UCISA in the full programme specification, planning and evaluation. This work is to be progressed from early 2005 to ensure that the programme comes on stream in timely fashion.

The committee has developed support about job evaluation, with a new database accessible through the SCONUL website providing core information about the schemes in use at member institutions, and how far their implementation has progressed. Proposals for opportunities to exchange experience through special meetings are under investigation.

The committee has expanded the self-supporting annual gathering of deputies, for a small, predefined group of deputies and other senior library managers so as to ensure its availability to all interested candidates. Two further groups have now met and, like the original group, plan to reconvene annually.

In 2004, the committee also organized a one day meeting of library training officers on Training issues in the E-learning Environment.

The SCONUL Award for 2004 was won by Nicola Wakefield, of Manchester Metropolitan University and will support the development of an online tutorial using WebCT to develop the information skills of law staff. An early link has been established between this and the JISC Lawpaths project.

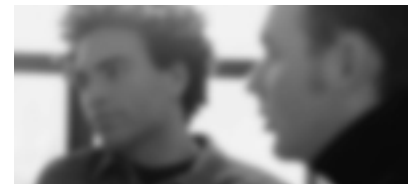
There is now reciprocal representation with the UCISA Staff Development Group, to strengthen collaborative work, starting with the current initiative on leadership development. Members of the Committee maintained links with a variety of related organisations (including the HE Academy, CILIP, MLA Workforce Development, JISC's Organisational Support committee, and the Lifelong Learning UK). The Committee contributed to responses for SCONUL to several formal consultative papers and gave presentations about the plans for management and leadership development at the Library and Information Show and at Online Information during 2004.

OBJECTIVES

- To develop and share best practice in relation to staffing issues
- To monitor development of Lifelong Learning UK
- To promote courses for new and middle managers
- To assess implications and impact of job evaluation

ACHIEVEMENTS

- Developed a website to provide core information on job evaluation
- Organised a day event on training issues and E-learning environment
- Extended meetings and network for deputies and senior managers
- With UCISA and Leadership Foundation began implementation of strategy for development of new leadership skills programme



MEMBERS

MARGARET COUTTS (KENT) CHAIR
JULIA MUNRO (READING) SECRETARY
JOHN BAGNALL (DUNDEE)
SHEILA CORRALL (SHEFFIELD)
CHRISTINE FYFE (LEICESTER)
PETER GUILDFORD (LEADERSHIP FOUNDATION)
ANNE MURRAY (CAMBRIDGE)
MARGARET OLDROYD (DE MONTFORT)
FIONA PARSONS (BIRMINGHAM)
CHAIR'S NOMINEE: SUE ROBERTS (EDGE HILL)
SCONUL ASSISTANT SECRETARY

Member institutions

UNIVERSITY OF ABERDEEN	CAROLE MUNRO
UNIVERSITY OF ABERTAY, DUNDEE	IVOR LLOYD
ANGLIA POLYTECHNIC UNIVERSITY	NICKY KERSHAW
ARTS INSTITUTE AT BOURNEMOUTH	JULIA WAITE
UNIVERSITY OF THE ARTS LONDON	MARY AUCKLAND
ASTON UNIVERSITY	NICK SMITH
UNIVERSITY OF BATH	HOWARD NICHOLSON
BATH SPA UNIVERSITY COLLEGE	JULIE PARRY
BELL COLLEGE	BARBARA CATT
BFI NATIONAL LIBRARY	RAY TEMPLETON
BIRKBECK COLLEGE, LONDON	PHILIP PAYNE
UNIVERSITY OF BIRMINGHAM	MICHELE SHOEBRIDGE
BIRMINGHAM COLLEGE OF FOOD, TOURISM AND CREATIVE STUDIES	STEPHANIE HOLLIDAY
BISHOP GROSSETESTE COLLEGE	EMMA SANSBY
BOLTON INSTITUTE	KAREN SENIOR
BOURNEMOUTH UNIVERSITY	DAVID BALL
UNIVERSITY OF BRADFORD	JOHN HORTON
UNIVERSITY OF BRIGHTON	MARK TOOLE
UNIVERSITY OF BRISTOL	CATHRYN GALLACHER
THE BRITISH LIBRARY	NATALIE CEENEY CLIVE FIELD JAN WILKINSON
BRUNEL UNIVERSITY	NICK BEVAN
UNIVERSITY OF BUCKINGHAM	LOUISE HAMMOND
BUCKINGHAMSHIRE CHILTERN UNIVERSITY COLLEGE	HELEN FLETCHER
UNIVERSITY OF CAMBRIDGE	PETER FOX
CANTERBURY CHRIST CHURCH UNIVERSITY COLLEGE	PETE RYAN
CARDIFF UNIVERSITY	MARTYN HARROW
UNIVERSITY OF CENTRAL ENGLAND IN BIRMINGHAM	JUDITH ANDREWS
UNIVERSITY OF CENTRAL LANCASHIRE	KEVIN ELLARD
THE CENTRAL SCHOOL OF SPEECH AND DRAMA	PETER COLLETT
UNIVERSITY COLLEGE CHESTER	CHRISTINE STOCKTON
UNIVERSITY COLLEGE CHICHESTER	TERRY HANSON
CITY UNIVERSITY	BRENDAN CASEY
UNIVERSITY COLLEGE, CORK	JOHN FITZGERALD
COURTAULD INSTITUTE OF ARTS	SUE PRICE
COVENTRY UNIVERSITY	PAT NOON
CRANFIELD UNIVERSITY	HAZEL WOODWARD
CUMBRIA INSTITUTE OF ARTS	CLARE DANIELS
DE MONTFORT UNIVERSITY	KATHRYN ARNOLD
DARTINGTON COLLEGE OF ARTS	CHRISTOPHER PRESSLER
UNIVERSITY OF DERBY	RICHARD FINCH
UNIVERSITY COLLEGE DUBLIN	SEAN PHILLIPS
DUBLIN CITY UNIVERSITY	PAUL SHEEHAN
UNIVERSITY OF DUNDEE	JOHN BAGNALL
UNIVERSITY OF DURHAM	JOHN HALL

UNIVERSITY OF EAST ANGLIA	JEAN STEWARD
UNIVERSITY OF EAST LONDON	ANDREW MCDONALD
EDGE HILL	SUE ROBERTS
UNIVERSITY OF EDINBURGH	SHEILA CANNELL
UNIVERSITY OF ESSEX	ROBERT BUTLER
UNIVERSITY OF EXETER	ALASDAIR PATERSON
FALMOUTH COLLEGE OF ARTS	ANNE GEORGE
NATIONAL UNIVERSITY OF IRELAND, GALWAY	MARIE REDDAN
UNIVERSITY OF GLAMORGAN	JEREMY ATKINSON
GLASGOW UNIVERSITY	CHRISTINE BAILEY
GLASGOW CALEDONIAN UNIVERSITY	LES WATSON
UNIVERSITY OF GLOUCESTERSHIRE	ANN MATHIE
GOLDSMITHS COLLEGE	JOAN PATEMAN
UNIVERSITY OF GREENWICH	DENIS HEATHCOTE
HERIOT-WATT UNIVERSITY	MICHAEL BREAKS
UNIVERSITY OF HERTFORDSHIRE	DI MARTIN
UNIVERSITY OF HUDDERSFIELD	JOHN LANCASTER
UNIVERSITY OF HULL	RICHARD HESELTINE
IMPERIAL COLLEGE LONDON	CLARE JENKINS
INSTITUTE OF EDUCATION, UNIVERSITY OF LONDON	STEPHEN PICKLES
UNIVERSITY OF KEELE	ALLAN FOSTER
UNIVERSITY OF KENT	MARGARET COUTTS
KENT INSTITUTE OF ART & DESIGN	VANESSA CRANE
KING'S COLLEGE, LONDON	MARGARET HAINES
KINGSTON UNIVERSITY	GRAHAM BULPITT
UNIVERSITY OF LANCASTER	JACQUELINE WHITESIDE
UNIVERSITY OF LEEDS	BRIAN CLIFFORD
LEEDS METROPOLITAN UNIVERSITY	JO NORRY
UNIVERSITY OF LEICESTER	CHRISTINE FYFE
UNIVERSITY OF LIMERICK	
UNIVERSITY OF LINCOLN	MICHELLE ANDERSON
UNIVERSITY OF LIVERPOOL	PHIL SYKES
LIVERPOOL HOPE UNIVERSITY COLLEGE	LINDA TAYLOR
LIVERPOOL JOHN MOORES UNIVERSITY	MAXINE MELLING
UNIVERSITY COLLEGE LONDON	PAUL AYRIS
LONDON BUSINESS SCHOOL	HELEN EDWARDS
UNIVERSITY OF LONDON LIBRARY	DAVID PEARSON
LONDON METROPOLITAN UNIVERSITY	MAUREEN CASTENS
LONDON SCHOOL OF ECONOMICS	JEAN SYKES
LONDON SOUTH BANK UNIVERSITY	JOHN AKEROYD
LOUGHBOROUGH UNIVERSITY	MARY MORLEY
UNIVERSITY OF LUTON	TIM STONE
UNIVERSITY OF MANCHESTER	MIKE DAY
MANCHESTER METROPOLITAN UNIVERSITY	COLIN HARRIS
NATIONAL UNIVERSITY OF IRELAND, MAYNOOTH	AGNES NELIGAN
MIDDLESEX UNIVERSITY	WILLIAM MARSTERSON
NAPIER UNIVERSITY	CHRIS PINDER
NATIONAL ART LIBRARY	JOHN MERITON

NATURAL HISTORY MUSEUM	GRAHAM HIGLEY	SOUTHAMPTON INSTITUTE	ROBERT BURRELL
NATIONAL LIBRARY OF IRELAND	AONGUS OHAONGHUSA	UNIVERSITY OF SOUTHAMPTON	MARK BROWN
NATIONAL LIBRARY OF SCOTLAND	MARTYN WADE	STAFFORDSHIRE UNIVERSITY	LIZ HART
NATIONAL LIBRARY OF WALES	ANDREW GREEN	UNIVERSITY OF STIRLING	PETER KEMP
UNIVERSITY OF NEWCASTLE UPON TYNE	TOM GRAHAM	UNIVERSITY OF STRATHCLYDE	KEITH DAVIS
NEWMAN COLLEGE	CHRISTINE PORTER	UNIVERSITY OF SUNDERLAND	
NORTH EAST WALES INSTITUTE	PAUL JEORRETT	UNIVERSITY OF SURREY	ROBERT HALL
UNIVERSITY COLLEGE NORTHAMPTON	HILARY JOHNSON	THE SURREY INSTITUTE OF ART & DESIGN	ROSEMARY LYNCH
NORTHERN SCHOOL OF CONTEMPORARY DANCE	SAMANTHA KING	UNIVERSITY OF SUSSEX	DEBORAH SHORLEY
UNIVERSITY OF NORTHUMBRIA AT NEWCASTLE	JANE CORE	SWANSEA INSTITUTE OF HIGHER EDUCATION	TONY LAMB
NORWICH SCHOOL OF ART & DESIGN	KITTY GUIVER	UNIVERSITY OF TESSIDE	IAN BUTCHART
UNIVERSITY OF NOTTINGHAM	STEPHEN PINFIELD	THAMES VALLEY UNIVERSITY	JOHN WOLSTENHOLME
NOTTINGHAM TRENT UNIVERSITY	SUE MCKNIGHT	TRINITY AND ALL SAINTS COLLEGE	EDWARD BRUSH
OPEN UNIVERSITY	NICKY WHITSED	TRINITY COLLEGE CARMARTHEN	SALLY WILKINSON
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QUEEN'S UNIVERSITY BELFAST	NORMAN RUSSELL	UNIVERSITY OF WALES, SWANSEA	CHRISTOPHER WEST
UNIVERSITY OF READING	JULIA MUNRO	UNIVERSITY OF WALES INSTITUTE, CARDIFF	PAUL RILEY
ROBERT GORDON UNIVERSITY	BRUCE ROYAN	UNIVERSITY OF WARWICK	ANNE BELL
ROEHAMPTON UNIVERSITY	SUE CLEGG	WELLCOME TRUST	FRANCES NORTON
ROSE BRUFORD COLLEGE	JOHN COLLIS	UNIVERSITY OF THE WEST OF ENGLAND, BRISTOL	CATHERINE CARPMAEL
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ROYAL COLLEGE OF ART	PETER HASSELL	UNIVERSITY COLLEGE WINCHESTER	DAVID FARLEY
ROYAL COLLEGE OF NURSING	JACKIE LORD	UNIVERSITY OF WOLVERHAMPTON	MARY HEANEY
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ROYAL HOLLOWAY UNIVERSITY OF LONDON	SARAH GERRARD	UNIVERSITY OF YORK	ELIZABETH HEAPS
ROYAL SCOTTISH ACADEMY OF MUSIC AND DRAMA	CAROLINE COCHRANE	YORK ST JOHN COLLEGE	TONY CHALCRAFT
ROYAL VETERINARY COLLEGE	SIMON JACKSON		
UNIVERSITY OF ST ANDREWS	LOUIS LEE		
ST GEORGE'S HOSPITAL MEDICAL SCHOOL	MARINA LOGAN-BRUCE		
COLLEGE OF ST MARK AND ST JOHN	FRANK CLEMENTS		
ST MARTIN'S COLLEGE	MARGARET WEAVER		
ST MARY'S COLLEGE	MÁIRE LANIGAN		
UNIVERSITY OF SALFORD	MARGARET DUNCAN		
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SCHOOL OF ORIENTAL AND AFRICAN STUDIES	ANNE POULSON		
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SCIENCE MUSEUM LIBRARY	IAN CARTER		
SCOTTISH AGRICULTURAL COLLEGE	SUZANNE TAYLOR		
UNIVERSITY OF SHEFFIELD	MARTIN LEWIS		
SHEFFIELD HALLAM UNIVERSITY	JOHN HEMINGWAY		

List of acronymns

ALT	Association for Learning Technology
ARL	Association of Research Libraries (USA/Canada)
BL	The British Library
CAUL	Council of Australian National Librarians
CETL	Centre(s) for Excellence in Teaching and Learning
CERLIM	Centre for Research in Library and Information Management (Manchester Metropolitan University)
CILIP	Chartered Institute of Library and Information Professionals
CURL	Consortium of University Research Libraries
DfES	Department for Education and Skills
DH	Department of Health
DTI	Department of Trade and Industry
EBLIDA	European Bureau of Library, Information and Documentation Associations
FCs	[UK higher education] funding councils
FEC	full economic costing
HC	House of Commons
HEFCE	Higher Education Funding Council for England
HEI	higher education institution
Helicon	Health Libraries and Information Confederation
HESDA	Higher Education Staff Development Agency
IFLA	International Federation of Library Associations and Institutions
JISC	Joint Information Systems Committee (of the UK higher education funding councils)
LIBER	Ligue des Bibliothèques Européennes de Recherche
LIRG	Library and Information Research Group
LISU	A research and information centre based at Loughborough University
LTSN	Learning and Teaching Support Network
MLA	Museums Libraries and Archives Council
MOSAIC	Making sense of information in the connected age (Open University course)
NHS	National Health Service
NLH	National Library for Health
OFT	Office of Fair Trading
OST	Office of Science and Technology
QAA	Quality Assurance Agency
RCUK	Research Councils UK
RLN	Research Libraries Network
SHERPA	Securing a Hybrid Environment for Research Preservation and Access (project)
SPARC	Scholarly Publishing and Academic Resources Coalition
STLAR	Strategic Learning and Reseach Advisory Group
UCISA	Universities and Colleges Information Systems Association
UCISA-TLIG	UCISA's Teaching, Learning and Information Group
UUK	Universities UK
WIPO	World Intellectual Property Organisation



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