SCONUL Summer
Conference 2012
14 – 15 June 2012

Demonstrating value
and maximising impact

ipack: part 3
AGM papers

Liverpool Hilton
3 Thomas Steers Way
Liverpool L1 8LW

Contents

SCONUL Annual General Meeting: Agenda Doc. 12/43

To: Representatives

NOTICE OF THE ANNUAL GENERAL MEETING OF SCONUL
NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Society of College, National and University Libraries will be held in the Grace Suite, Hilton Hotel, 3 Thomas Steers Way Liverpool L1 8LW, on Friday 15 June 2011 at 11.15 for the purpose of considering the Agenda below.

There are three ways in which SCONUL Representatives can vote: (a) in person at the conference, (b) by proxy at the conference, or (c) by post in advance of the conference. A form of proxy was sent by e-mail on 24 May (Doc. 12/42) and a nomination notice and ballot for Executive Board members were sent by post on 25 May 2012 (Doc. 12/45). These should be completed and returned to Ann Rossiter, SCONUL, 94 Euston Street, London, NW1 2HA not later than 17.00hrs on 11 June 2012. (See Articles 35-39 of the Memorandum and Articles of Association regarding the appointment of proxies).

Obituaries

Geoffrey Ford, University Librarian, University of Bristol, from 1990 until 2002 died on
6 August 2011.

Dennis Cox, University Librarian and Keeper of the Brotherton Collection, University of Leeds, from 1968 until 1986 died on 28 February 2012.

Elaine Dunphy, Chief Librarian, Robert Gordon University, from 1983 until 2005 died on
15 April 2012.

1   Minutes
To consider and approve the Minutes of the Annual General Meeting held on Wednesday 8 June 2011 at the Hilton Hotel, Cardiff   (AGM Minutes, 8 June 2011 (Doc 11/67)).

2   Report from the Chair
To receive an oral report on the year 2011.

3   SCONUL Strategy
To note the SCONUL Strategy 2012-2015 [Doc. 12/46].

4   Accounts
To receive for adoption the Balance Sheet and Income and Expenditure Accounts for the period 1 January to 31 December 2011, together with the Reports of the Executive Board and of the Auditors, presented by the Treasurer (SCONUL annual report and financial statements year ended 31 December 2011 Doc. 12/28 Rev.1).

5   Budget plan 2012
To receive the budget for 2012 from the Treasurer (SCONUL Budget 2012 Doc. 12/47).

6   SCONUL subscriptions 2013 - 2015 (11/67: 1008)

To consider a recommendation from the Executive Board that subscriptions be increased over the period 2013-2015 to cover current income shortfall, and to provide a small surplus for further service improvement (SCONUL Subscriptions 2013-15 (Doc. 12/48)).

	Subscription rate for 2012 (£)	Proposed new subscription rate for 2013 (£)	Proposed subscription rate for 2014 (£)	Proposed subscription rate for 2015 (£)
Band X (national libraries)	1838	2022	2206	2206 + inflation
Band A	2195	2415	2634	2634 + inflation
Band B	2195	2415	2634	2634 + inflation
Band C	2139	2353	2567	2567 + inflation
Band D	2026	2229	2431	2431 + inflation
Band E	1914	2105	2297	2297 + inflation
Band F	1575	1733	1890	1890 + inflation
Band G	1238	1362	1486	1486 + inflation
Band H	901	991	1081	1081 + inflation
Band I	563	619	676	676 + inflation
Band J	563	619	676	676 + inflation
Band Y (small and specialist institutions)	154	169	185	185 + inflation

7   **Auditors** (11/67: 1109)
To consider and approve a proposal from the Executive Board that Messrs Baker Tilly be reappointed as Auditors until the conclusion of the next Annual General Meeting, at fees to be agreed by the Executive Board.

8   **Election of Vice-Chair** (10/89: 1011-12)
To note that the office of Vice-Chair will be vacated at the conclusion of this AGM through the completion of the term of office of the current holder, and that the Secretary having called for nominations on 21 April, has received one nomination for election as follows:

Nominee: Liz Jolly (Teesside University), proposed by Alison Mackenzie (Edge Hill University), seconded by Jane Core (Northumbria University).

To note that Liz Jolly has been declared elected unopposed, releasing a vacancy for a member of the Executive Board.

9   **Election of Executive Board members** (10/89: 1013-14)
To note the nominations received for the four vacancies on the Executive Board. (The vacancies arise through the completion of the terms of office of Maire Lanigan and Philip Payne and from the election of Emma Bull as Honorary Treasurer at the AGM on 8 June 2011 and from the election of Liz Jolly as Vice-Chair).

To elect four members to fill the vacancies (Nomination notice and ballot sheet Doc. 12/45).

10 **Executive Board** (11/67:1115)

To note the renewal of the cooptions to the Board of a representative of the British Library, of the Consortium of National and University Libraries (CONUL) and of the Scottish Confederation of University and Research Libraries (SCURL).

11 **Membership of SCONUL** (11/67:1116)

To note changes in Representation and membership of SCONUL (Record of changes in representation and membership since AGM 2011 (Doc. 12/44)).

12 **Future meetings of SCONUL**   (11/67: 1117)

To note that the Autumn Conference in 2012 will be a one day meeting to be held at date to be confirmed in London.

13 **Retirements and farewells** (11/67:1118)

To note SCONUL's good wishes and thanks to Anne Bell, Lynne Brindley, Graham Bulpitt, Sheila Cannell, Sue Clegg, Richard Finch, Penny Holland, Andrew McDonald, Howard Nicholson, Mary Nixon, Stephen Pickles, Michael Roberts, Jean Sykes, Pamela Thompson, Elaine Urquhart, Hazel Woodward.

BY ORDER OF THE EXECUTIVE BOARD

Ann Rossiter
Company Secretary
7 June 2012

Minutes of the SCONUL 2011 Annual General Meeting Doc. 11/67
8 June 2011

Annual General Meeting of the Society of College, National and University Libraries held in the Ballroom, Hilton Hotel, Kingsway, Cardiff CF10 3HH on Wednesday 8 June 2011 at 17.30.

Obituaries:

Dr Brenda Moon, University Librarian, University of Edinburgh, from 1980 until 1996, died on 7 March 2011.

Ken Roberts, Chief Librarian, Cardiff University, from 1970 until 2002, died on Friday 13 August 2010.

Dr Maurice B Line, Director-General, The British Library, from 1974 until 1988, died on 21 September 2010.

Agenda

1101   Representing member institutions were:

A F Parsons (University of Wolverhampton); in the Chair; B Adams (St George's, University of London); E Adamson (University of Wales Institute Cardiff); D Ball (Bournemouth University); C Banks (University of Aberdeen); *R Battersby (University of Edinburgh); A Baud (Bath Spa University); G Barry (Manchester Metropolitan University); E Bull (Queen Mary, University of London); P Cohen (Dublin Institute of Technology); *J Conway (University of the Arts London); R Davies (Aberystwyth University); H Dundell (University of Glasgow); R Finch (University of Derby); C Fyfe (University of Leicester); *C Jeffery (Oxford Brookes University); A M W Green (National Library of Wales); R Jenkins (Loughborough University); D Job (University of Birmingham); E Jolly (University of Teesside); *M Kitching (London South Bank University); M Lanigan (City University London); **V Lawrence (Goldsmith, University of London); R Lynch (University for the Creative Arts); G McDonald (Heriot-Watt University); C McKenna (University of Ulster); **D Mead (National Library of Scotland); M Melling (Liverpool John Moores University); J Norry (Leeds Metropolitan University); *E Oddy (University of Newcastle); P Payne (Birkbeck, University of London); *J Peters (Cardiff University); S Phillips (University Campus Suffolk); *C Philpotts (London Metropolitan University); C Porter (Newman University College); J Robinson (School of Oriental and African Studies); C Rock (Coventry University); **S Rose (Southampton Solent University); *C Satchwell (University of Westminster); M Scarrott (St Mary's University College Twickenham); I Snowley (University of Lincoln); C Taylor (Nottingham Trent University); J Tuck (Royal Holloway, University of London); J S Town (University of York); *R L Wake (University of Southampton); T Wales (London Business School); *C Wise (University of London); *R Wood (University of Reading); **N Wright (London School of Economics)

*   attending as a staff member of the institution holding proxy for the Representative
** attending as a staff member of the institution in place of the Representative

The Executive Director and Secretary, A H Rossiter, was in attendance, assisted by G A Downe, Assistant Secretary and S Ng, Secretarial Assistant; and V Stevenson (SCONUL Focus Editor).

The following, not being formal Representatives, were in attendance: A Evans (OCLC); J Hart (Aberystwyth University).

Apologies

1102 The following apologies for absence were recorded:

R Adams (Trinity College, Dublin); G Anderson (University of the Highlands and Islands); M Anderson (Robert Gordon University); J Andrew (University of Central Lancashire); J Andrews (Birmingham City University); K Arnold (De Montfort University); P J Atkinson (University of Glamorgan); P Ayris (University College London); K Black (University of Sunderland); D Boden (Glasgow Caledonian University); J Bramwell (Tate); L Brindley (The British Library); P Brooks (Royal Agricultural College); J Brooks Howard (University College Dublin); M L Brown (University of Southampton); E Buchan (Scottish Agricultural College); G Bulpitt (Kingston University); R Butler (University of Essex); S Cannell (University of Edinburgh); P Christie (University of the Arts London); S Clegg (Roehampton University); C Cochrane (Royal Scottish Academy of Music and Drama); J Colam (University of East Anglia); W Connolly (Newcastle University); J Core (University of Northumbria); J Cox (National University of Ireland, Galway); U Crow (Buckinghamshire New University); K Eaton (Guildhall School of Music and Drama); S Enright (University of Westminster); W Evans (University College Plymouth St Mark and St John's); D Farley (University of Winchester); J FitzGerald (University College, Cork); J Furness (Edinburgh College of Art); C Gallacher (University of Bristol); A George (University College Falmouth); T Giles (Norwich University College of the Arts); J Glasby (Leeds College of Music); N Goodfellow (Leeds Trinity University College); K Greaves (Harper Adams University College); K Guiver (Norwich School of Art and Design); R Gwyer (University of Portsmouth); R Hall (London South Bank University); L Hammond (University of Buckingham); A Hannaford (University of Worcester); T Hanson (University of Brighton); A Harvey (Swansea Metropolitan University); P Hassell (Royal College of Art); R Hewings (Writtle College); T Hodgson (University of Bolton); T Hanson (University of Brighton); A Hopkins (Courtauld Institute of Art); J Howell (London Metropolitan University); G Hunt (University of the West of Scotland); S Jackson (Royal Veterinary College); A Jarvis (University of Cambridge); E James (National Art Library); A Jenkins (Cardiff University); B Jenkins (Institute of Cancer Research); P Jeorrett (Glyndŵr University); F Jones (St Mary's University College Belfast); K Kelly (Royal College of Surgeon in Ireland); N Kershaw (Anglia Ruskin University); C Kidwell (Trinity Laban); S King (Conservatoire for Dance and Drama); D Learmont (Bangor University); M Lewis (University of Sheffield); C Lloyd (London School of Hygiene and Tropical Medicine); A Loveland (Central School of Speech and Drama); A Mackenzie (Edge Hill University); D Martin (University of Hertfordshire); C McCauley (National University of Ireland, Maynooth); F Muir (Queen Margaret University); J Munro (University of Reading); A Murphy (University of Greenwich); C Nicholson (Glasgow School of Art); M Nixon (Goldsmiths College); G O'Riordan (University of Limerick); E Oyston (Sheffield

Hallam University); R Parsons (University of Dundee); C Pedley (Heythrop College); S Pickles (Institute of Education, University of London); C Pinder (Edinburgh Napier University); S Pinfield (University of Nottingham); G Popp (BFI National Library); E Powis (University of West London); C Pressler (University of London); J Purcell (University of Durham); C Rex (University of the West of England, Bristol); P Reynolds (Keele University); M Roberts (University of Strathclyde); F Ross (National Library of Ireland); P Ryan (Canterbury Christ Church University); E Sansby (Bishop Grosseteste University College Lincoln); J Savidge (University of Surrey); P Sheehan (Dublin City University); M Shoebridge (University of Exeter); D Shorley (Imperial College London); N R Smith (Aston University); J Sotillo (University of Kent); P Sykes (University of Liverpool); L Taylor (Liverpool Hope University College); S Thomas (University of Oxford); P Thomson (Royal College of Music); M Toole (University of Stirling); E Traynor (Queen's University, Belfast); F Trew (Rose Bruford College); J Upton (University of St Andrews); M Wade (National Library of Scotland); J Waite (Arts University College at Bournemouth); M Wake (School of Pharmacy, University of London); H Westmancoat (York St John University); S White (University of Huddersfield); N Whitsed (Open University); J Wilkinson (University of Manchester); S Wilkinson (University of Wales Trinity Saint David); A Wilson (London Business School); H Woodward (Cranfield University); H Workman (Oxford Brookes University); A Wright (Royal Northern College of Music); C Wrightson (University of Gloucestershire); A Yasamee (Ravensbourne); (University of Chester); (Swansea University); (The Wellcome Library)

Minutes

1103   *Received and adopted*, on a resolution proposed by Elizabeth Jolly and seconded by Helen Durndell, the Minutes of the Annual General Meeting held on Wednesday 16 June 2010 at the Queens Hotel, Leeds.   (Doc 10/89 (already circulated))

Report from the Chair (10/89: 1005)

1104   *Received* an oral report on the year 2010.

1105   *Noted* our thanks both to Alun Jenkins, departing Honorary Treasurer after six years' office, and to Toby Bainton, who retired in September 2010 after fifteen years as SCONUL Secretary.

Accounts (10/89: 1006)

1106   *Received and adopted*, on a resolution proposed by Stephen Town and seconded by David Ball, the Balance Sheet and Income and Expenditure Accounts for the period 1 January to 31 December 2010, together with the Reports of the Executive Board and of the Auditors, presented by the Vice Chair.   (Doc. 11/35 Rev.1)

Budget plan 2011 (10/89: 1007)

1107   *Received* the budget for 2011 from the Vice Chair. (Doc. 11/57)

SCONUL subscriptions 2012 (10/89: 1008-09)

1108   *Approved*, on a resolution proposed by Philip Cohen and seconded by Maire Lanigan, a recommendation from the Executive Board that subscriptions for 2012 be held at the 2011 rate (the table below shows the subscriptions in detail).

JISC Band		Subscription £ 2011	Subscription £ 2012	Percentage change
Band institutions	A	2195	2195	0%
Band institutions	B	2195	2195	0%
Band institutions	C	2139	2139	0%
Band institutions	D	2026	2026	0%
Band institutions	E	1914	1914	0%
Band institutions	F	1575	1575	0%
Band institutions	G	1238	1238	0%
Band institutions	H	901	901	0%
Band institutions	I	563	563	0%
Band institutions	J	563	563	0%
Band institutions *	X	1838	1838	0%
Band institutions **	Y	154	154	0%

*   national institutions
**   monotechnic institutions in the performing arts

Auditors

1109   *Approved*, on a resolution proposed by Rebecca Davies and seconded by Philip Payne, a proposal from the Executive Board that Messrs Baker Tilly be reappointed as Auditors until the conclusion of the next Annual General Meeting, at fees to be agreed by the Executive Board.

Election of Honorary Treasurer (08/43: 0816)

1110   *Noted* that the office of Honorary Treasurer would be vacated at the conclusion of the meeting through the completion of the term of office of the current holder, and that the Secretary having called for nominations on 28 April, had received one nomination for election as follows:

Nominee: Emma Bull (Queen Mary, University of London), proposed by Kirsten Black (University of Sunderland), seconded by Alison Baud (Bath Spa University).

1111   There being only one nomination, Emma Bull was declared *elected.*

Executive Board membership

1112   *Noted* a paper from the Executive Director.   (Doc. 11/56)

1113   *Approved*, a special resolution proposed by Helen Durndell and seconded by Rosemary Lynch, to effect amendments regarding membership of the Executive Board to SCONUL's *Memorandum and Articles of Association* subject to a correction to paragraph 46 to read 'The nine elected Representatives...' (paragraphs 45-51, and 6.2 of the Conduct of Business).

SCONUL Executive Director

1114   *Noted* that Ann Rossiter was appointed SCONUL's Executive Director from 13 September 2010.

Executive Board (10/89:1016)

1115   *Noted* the renewal of the cooptions to the Board of a representative of the British Library, of the Consortium of National and University Libraries (CONUL) and of the Scottish Confederation of University and Research Libraries (SCURL).

Membership of SCONUL (10/89:1017)

1116   *Noted* changes in Representation and membership of SCONUL. (Doc. 11/55 rev. 1 attached)

Future meetings of SCONUL   (10/89:1018)

1117   *Noted* that the Autumn Conference in 2011 will be a one day meeting to be held on 8 December 2011 at the British Library Conference Centre in London.

Retirements and farewells   (10/89:1019)

1118   *Noted* SCONUL's good wishes and thanks to Edward Brush, Tony Chalcraft, Margaret Coutts, Mary Davies, Kevin Ellard, Stephanie Holliday, Alun Jenkins, John Lancaster, Ann Mathie, John Meriton, Edward Oyston, Scott Robertson, David Sharp, and John Wolstenholme.

SCONUL Strategy 2012 – 2015 Doc 12/46

Our vision
For UK and Irish national and academic libraries to be second to none in enabling learning and research.

SCONUL's mission
SCONUL supports member libraries to deliver outstanding services to students, researchers and academics, thereby enabling their institutions to achieve excellence in teaching and research. We do this by working closely with those leading national and academic libraries of all missions, to share knowledge and best practice and to facilitate collective solutions where required. We speak for the community in its dealings with national and international bodies and promote the value that libraries bring to their institutions, their users and to the UK and Ireland as a whole.

Context: transformational change
The university library retains its long-established place at the heart of the institution, despite new funding models for HE; rapid, transformative technological change and the move away from traditional methods of delivering resources. The quality of its services is critical for the success of its home institution in terms of learning outcomes, research income and attracting undergraduates, academic staff, taught postgraduates and researchers. For all these groups of users, it provides a set of important interconnected functions: a space for quiet concentration or collective study, a source of expert support (for example on digital and information literacy) and access to the world's knowledge.

As these functions become disaggregated, access is as much virtual as physical. Growth in the availability of digital resources has taken the ways in which national and academic libraries deliver information in exciting and radical new directions. Accessing resources is now possible though diverse routes and devices, broadening out the times and places at which students, researchers and academics can access the library and making possible new ways of learning. The development of discovery tools provides scope for surfacing otherwise hidden resources and the growth of patron-driven acquisition of e-books is shaping collections directly in response to demand. The transformation of the way knowledge is produced and communicated is throwing up new challenges for institutions which libraries are using their skills and knowledge to solve through greater involvement in the research lifecycle, including data curation, and of open access resources. Physical collections remain important for many library users and traditional library skills are still vital, for example for special collections which add to the stature and distinctiveness of institutions in both physical and virtual forms.

The work the library undertakes contributes directly to the institution's academic mission and to equipping students with the skills and knowledge they need to achieve academically and to maximise their employability. The number of people using academic libraries is rising and the significant investment made in library space and resources (£700 million in the UK in 2010-11) has helped the UK and Ireland maintain their place in higher education rankings. The popularity of the library as a study space means that for most institutions, the physical footprint of the library will be retained or grow. Increasingly, in the competitive environment for domestic and overseas students, the quality of library spaces is an important factor in attracting new students and we are seeing new library buildings - architecturally daring and highly finished - being developed.

The physical and conceptual boundaries of the library are blurring. Services to students are no longer delivered within traditional institutional silos and are becoming increasingly personalised and user-focused while the internationalisation of higher education both in terms of the flow of students between nations and the establishment of international campuses requires the development of new skills and networks.

The academic libraries community has a strong track record of collaboration with peers both inside and beyond their home institutions, and the heads of library services bring their professional management and leadership skills to the new forms of partnership being developed across the higher education sector. Developments in cloud computing, data storage and computing power make remarkable and transformative changes possible in the way that information is shared and communicated. Political and institutional demand for increased operational efficiency including via shared services adds impetus to members' interest in new models of service provision. The library team's skills base is wider than ever before, incorporating technical skills such as digital curation and preservation; the creation and management of research data but also excellence in customer service.

Our strategic priorities for 2012-2015

Over the coming three years, SCONUL will focus its work in four core areas:

* **Collaboration and shared services**

    SCONUL will scope out for new areas for collaboration on services and back-office functions, drawing on the collective expertise of the sector to help deliver these. It will continue to shape existing collaborative and shared services including those in development, such as Knowledge Base +. It will take a thought-leadership approach, horizon-scanning and working with vendors and other partners to inform thinking about the next generation of library management systems and discovery tools. It will advise also on the leadership and governance skills necessary for shared services.

* **Performance and quality**

    SCONUL will work with international and domestic partners on the development of new and existing metrics for performance, shaping these to ensure they are appropriate, and enabling members to keep abreast of international standards and comparators for academic library services. We will continue to develop and manage the SCONUL statistics to ensure that these are fit for purpose and will carry on contributing to the wider national and international discussions about the evaluation of university services, including the process of Institutional Review.

* **Academic Content and Communication**

    SCONUL will continue to campaign for a healthy scholarly communications ecosystem and support the evolution of open scholarship, open access and new models of publishing and information provision. This includes influencing the markets for e-books and journals and e-licensing for traditional and non-traditional users. We will advocate for the library's role as knowledge manager to the institution, and share best practice in collection development and management. We will members informed of developments in IP and copyright policy, library e-publishing and explore the new opportunities for new models arising as a result of media and technological change.

* **User experience and success**

SCONUL will continue to promote and illustrate the input of academic libraries to the success of institutions and their users through our contribution to student experience and employability for home, international and distance learners, and to research and to knowledge exchange. We will develop members' understanding of user needs and behaviour, including non-traditional users. We will also consider library design, space planning and information and digital literacy education. We will work with the community and partners such as CILIP and the library schools to ensuring that members are able to draw on the skilled workforce they need.

Delivering the strategy

We propose to align our work with these four areas above by setting up four new corresponding strategy groups, each led by a SCONUL Board member. They will be charged with developing and delivering a detailed workplan to deliver strategic change on behalf of SCONUL members.

The valuable work of the existing groups will be rolled into these new groups. The exception will be the current Health Strategy Group which brings together SCONUL, RLUK, CILIP and other partners working in the area of health libraries to coordinate the library sectors' response to developments in health policy. We propose that this continues in its current form.

Across these four themes, SCONUL will continue to support its members in six core ways:

Advocacy and lobbying: SCONUL represents the interests and views of academic libraries to national and regional governments, assemblies and other bodies and develops relationships with key partners.

Leadership: SCONUL helps shape public opinion in areas of interest to the sector; keeps members informed of new developments; facilitates new activities and brokers deals on behalf of its members. It provides information about developments in the models of leadership needed in our changing environment.

Communications: SCONUL facilitates the flow of information about and to academic libraries, and promotes best practice. We will deliver a new website in 2012.

Services: SCONUL provides important services to members, including the Access Scheme and the SCONUL statistics, and will continue to ensure that they are fit for purpose. We will also develop and operate new services as appropriate.

Training: SCONUL will continue to support and help develop the Future Leaders programme run by the Leadership Foundation for HE to help ensure that member institutions have the skilled workforce they need.

Events and networking: SCONUL will put on a series of events for those leading academic libraries and their senior management teams to provide them with opportunities to update the knowledge and share best practice with peers.

SCONUL has reviewed its internal working to make sure that we are directing our resources to best effect to deliver across these areas and ensure value for money for members.

Working with partners

SCONUL has a series of long-standing, fruitful and effective relationships with partner organisations across the UK, Ireland and internationally. Over the course of the next three years, through its Board, Office and Strategy Groups, SCONUL will seek to develop these relationships into a set of strategic alliances to help shape developments in the areas discussed above.

There are a wide range of effective organisations also working in the field of academic libraries, including consortia such as WHELF, SCURL and CONUL, which have representatives on the Board of SCONUL, and others such as RLUK and the M25 Consortium of Academic Libraries with whom we work closely on the many areas of mutual interest. We will seek to work more closely with these organisations to ensure effective cooperation and to avoid any unnecessary duplication of effort.

With the national libraries of the UK and Ireland, with JISC and CILIP, SCONUL will develop its collaborative partnership to deliver new outcomes in policy and practice in academic library services, as we also will with our international partners such as LIBER and EBLIDA on international developments in copyright and scholarly communications, value, performance and impact.

Over the last two years we have built stronger working relationships with other professional associations such as UCISA, AMOSSHE, ALT and BUFDG, and will continue to strengthen these links to promote the shared interests of its members and to develop coordinated responses to issues which affect the many member institutions which we have in common.

Corporate details

If you would like further details about SCONUL, please contact Ann Rossiter on 020 7387 0317 or at ann.rossiter@sconul.ac.uk.

Incorporated in England as a company limited by guarantee. Registration 1436951.
Charity Commission registration 278550

SCONUL Budget 2012 Doc 12/47

Income	2012 Budget
Conferences	5000
Sponsorship	5000
HE Subscription income	302422
Corporate Subscriptions	30000
Publications	6000
Interest income	2000
Sub-total income	350422
Restricted funds	
WATER (5K tr. fm Haervi)	5000
LMS/JISC Shared Services	0
JISCDDL	10000
Access	6000
Other income (UKRR)	1500
Sub-total income	**22500**
Total income	**372922**

Expenditure	2012 Budget
Staff	182000
Premises	30000
Publications	28000
Working groups	10500
Board	13500
HR support	4500
Audit and accountancy	19000
Lobbying and relations with other bodies	17000
Comms and marketing	22000
IT support	6000
Office operations	25000
Total	**357514**
Project fund	
Designated funds	
Future leaders programme	5000
Designing libraries	3000
Access Scheme	15000
LMS/JISC Shared Services	2000
Project sub total	**25000**
Main SCONUL Website development	120000
Project Total	**145000**
Restricted funds	
WATER	21000

Inspire	3500
UKRR	500
PROJECTS sub TOTAL	25000
JISCDDL	5000
Sub total	**30000**
Total projected outgoings	532514
Total projected income	372922
Net cash flow	**(159592)**
COIF/Cash end 2011	
COIF/Cash end year	304673

Trustee Proposal on Subscriptions Doc 12/49

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Executive Director Ann Rossiter

To SCONUL representatives

8 June 2012

Dear all

SCONUL subscriptions

I am taking the unusual step of writing to you, to explain the proposal to raise membership subscriptions, at the Annual General Meeting.

For the last three years, (for, 2010, 2011 and 2012 subscription levels), the SCONUL Executive Board made the decision to keep rises in subscriptions to an absolute minimum in recognition of the degree of uncertainty facing colleagues within their own institutions. This has meant that running costs have been covered, in part, by drawing on SCONUL's reserves.   In earlier years, SCONUL's income from subscriptions had been bolstered by interest paid on those reserves. Obviously returns on investment are now very low indeed and we no longer receive significant income from this route.

The Trustees of SCONUL have considered a range of options for funding, and have come to the reluctant view that the prudent course is to raise subscriptions to a level at which expenditure is covered and at which the recent improvements in service can be sustained. We have satisfied ourselves that there is there is no substantive scope for cost reductions without reducing the services that SCONUL offers to it members, following an audit of current expenditure undertaken by the Honorary Treasurer, Emma Bull. We considered the option of continuing to run at a loss, but believe this would be an irresponsible course of action, and therefore run counter to our duty as trustees of SCONUL.

Our proposal is to raise subscription levels in a planned way over a three year period. This will allow SCONUL to cover its costs while leaving a small margin for further improvement of the services that SCONUL offers members. The absolute maximum increase would be £439 over three years, and the lowest would be £31. The attached document sets out the precise proposal and how it would affect your own institution.

This is not a proposal that we make lightly. We are aware of the pressures on budgets across the range of SCONUL members but believe that this proposal is in the interests of good governance and of service to members. Even with these relatively modest increases, we believe that SCONUL subscriptions deliver significant value for members. We ask that you consider the paper attached here, and support the proposal that will be put forward at the SCONUL AGM in Liverpool on 15th June.

I would be pleased to hear from you in advance of, or at, the AGM, and please feel free to contact me, or any of the Trustees, to ask any questions or express your views.

Yours sincerely

Fiona Parsons, Chair

SCONUL subscriptions background paper

1.   Introduction: SCONUL's financial position

This paper sets out the background for the increase in subscription rates proposed by the Trustees of SCONUL for consideration by SCONUL members in advance of the SCONUL AGM.

Last year, the SCONUL Board took the decision not to raise subscription rates for 2012 in recognition of the uncertainty many members were facing over institutional income and budgets. This followed two years in which increases had been kept to an absolute minimum (to an increase at or below the rate of RPI) for the same reason.

As a result, SCONUL subscriptions have fallen in real terms (when compared to the RPI).

Year	Increase in subscription rates for year	RPI[*]
2009	4%	-0.5%
2010	1%	4.6%
2011	1%	5.2%
2012	0%	3.5% at April 2012

[*]   Office of National Statistics: http://www.ons.gov.uk/ons/key-figures/index.html

Table 1: RPI and subscription rates 2009 - 2012

Over this period, we continued to deliver valuable services for members by drawing on our reserves to a small but significant degree each year (approximately £40k per annum).

However, the Trustees believe that we have now reached a point at which it would not be prudent to draw further on our reserves which now stand at £453k. This assessment is based on SCONUL's risk register and the potential costs that would be incurred if those risks were to materialise.

The Honorary Treasurer for SCONUL has also conducted an audit of SCONUL expenditure. She has concluded that the only scope for cuts are very marginal and that implementing these, while necessary, will not have an effect on the overall financial position of the organisation. This reflects the fact that the two major items of expenditure are the SCONUL office and staff costs.

2.   Service improvements

As a result, the SCONUL Board has considered how to approach membership subscriptions and has agreed to propose to members a staggered increase over a three year period (2013-2015). This would allow us to break even during 2014 and would give members an inflation-only increase in 2015.

We believe that this would allow SCONUL to continue with the programme of service improvement undertaken with the new Executive Director. SCONUL has made a step change in the level and quality

of services it provides over the last two years, and we believe that subscriptions, even after these proposed increases, would represent good value for money. In particular, we have:

- Speeded up the production of a subset of SCONUL statistics to aid members' strategic planning.
- Delivered a number of additional events, for example on use of the Balanced Scorecard and e-books
- Improved the quality and relevance of the events programme overall, ensuring that it is properly aligned to member interests and concerns.
- Lobbied on a broader range of policy issues such as the White paper on HE; the introduction of the KIS and the new IR quality regime for HEIs.
- Produce more, and more effective communications with members, including a Chair's Report and Member Briefings
- Provide members with "newsflashes" – quick, easy to read summaries of major policy developments.

This is in addition to the existing services of:

- Running the Access Scheme
- Delivering SCONUL statistics
- Our annual Summer and Autumn conferences (which we deliver at cost)
- Lobbying on developments in copyright and intellectual property.

We have also worked hard on the delayed implementation of the new SCONUL website, which will be up and running in Autumn 2012.

The Executive Board has developed a new organisational strategy for SCONUL, based on four key themes which are central to the future of academic libraries, and premised on the introduction of new Strategic Groups. The next step will for those Strategy Groups to work with the Board and Executive Director to develop a detailed action plan for the organisation which will be presented to members for their consideration. However in order to develop plans for further work, including new services, predictability of income will be important.

In addition to the creation of new services, we propose to improve services to members further over the coming three year period, in the following ways:

- Enabling students to register for the SCONUL Access scheme via the new website, representing real cost savings in the form of staff time for members.
- Providing a pre-planned rolling calendar of events for the coming two years, covering the major issues of importance to members. We propose to continue to provide these at cost, to ensure affordability for members given tighter training budgets.
- Increasing the regularity and range of "newsflashes", briefings and other communication tools.
- Introducing a new corporate identity and logo for SCONUL so that it reflects the professionalism and expertise of SCONUL members
- Overhauling the look and focus of the SCONUL newsletter and other publications.

3.   Proposed subscription increases

In order to deliver these benefits, and to ensure that SCONUL's income covers its expenditure, we propose increasing SCONUL's subscription in a phased way over the coming three years. These are the proposed new subscription rates for the coming three years (2013-2015)

	Subscription rate for 2012 (£)	Proposed new subscription rate for 2013 (£)	Proposed subscription rate for 2014 (£)	Proposed subscription rate for 2015 (£)
Band X (national libraries)	1838	2022	2206	2206 + inflation
Band A	2195	2415	2634	2634 + inflation
Band B	2195	2415	2634	2634 + inflation
Band C	2139	2353	2567	2567 + inflation
Band D	2026	2229	2431	2431 + inflation
Band E	1914	2105	2297	2297 + inflation
Band F	1575	1733	1890	1890 + inflation
Band G	1238	1362	1486	1486 + inflation
Band H	901	991	1081	1081 + inflation
Band I	563	619	676	676 + inflation
Band J	563	619	676	676 + inflation
Band Y (small and specialist institutions)	154	169	185	185 plus inflation

Table 2: proposed new subscription rates

The following table shows the increases in pounds. For the largest institutions, this would mean that by 2015m, SCONUL subscription rates would have risen by £439 over three years, or £483 over six years. For small and specialist institutions, the rise would have been £31 over three years or £35 over six years. Overall these represent increases of 10%, 10% and inflation only over 2013, 2014 and 2015 respectively, against 2012 figures in all cases.

	Subscription rate for 2009	Subscription rate for 2012	Increase required to break even (£)	Additional increase required to deliver improved services(£)	Increase on 2012 rates (£)	Total increase over 6 year period
Band X (national libraries)	1802	1838	248	119	368	404
Band A	2151	2195	296	143	439	483
Band B	2151	2195	296	143	439	483
Band C	2097	2139	289	139	428	470
Band D	1986	2026	274	132	405	445
Band E	1876	1914	258	124	383	421
Band F	1544	1575	213	102	315	346
Band G	1214	1238	167	80	248	272
Band H	883	901	122	59	180	198
Band I	551	563	76	37	113	125
Band J	551	563	76	37	113	125
Band Y (small and specialist institutions)	150	154	21	10	31	35

Table 3: Proposed increases in pounds, 2009 – 2015

These increases are represented in graph form in Appendix 1. We believe they represent an appropriate balance between the need to keep costs down for members while delivering value.

4.   Alternative approach

The proposal set out above is the recommendation of the Trustees and Board of SCONUL. The Board and Trustees did consider alternatives, and in the interests of transparency, an alternative approach considered but rejected by the Trustees, is set out below.

As a minimum, the Trustees believe that SCONUL members need to accept an increase in subscriptions that will allow SCONUL's costs to be covered by its income. This represents a 13.5% increase in subscription rates. We would then bring forward to the 2013 AGM a programme of work developed by the strategy groups requiring additional funding.

	Subscription rate for 2012 (£)	Subscription rate for 2013 (£)	Difference (£)
Band X (national libraries)	1838	2086	248
Band A	2195	2491	296
Band B	2195	2491	296

| Band C	2139	2428	289	
Band D	2026	2300	274	

We believe this is a less desirable option because it would mean a higher increase in the cost of subscriptions in the short term, would provide less predictability for members as to future costs. It would result in significant restraint on action planning, and effectively delaying activity by the strategy groups, including the development of new services.

SCONUL Trustees
1 June 2012

Appendix 1

Graph 1: Breakdown of proposed SCONUL subscriptions for 2015
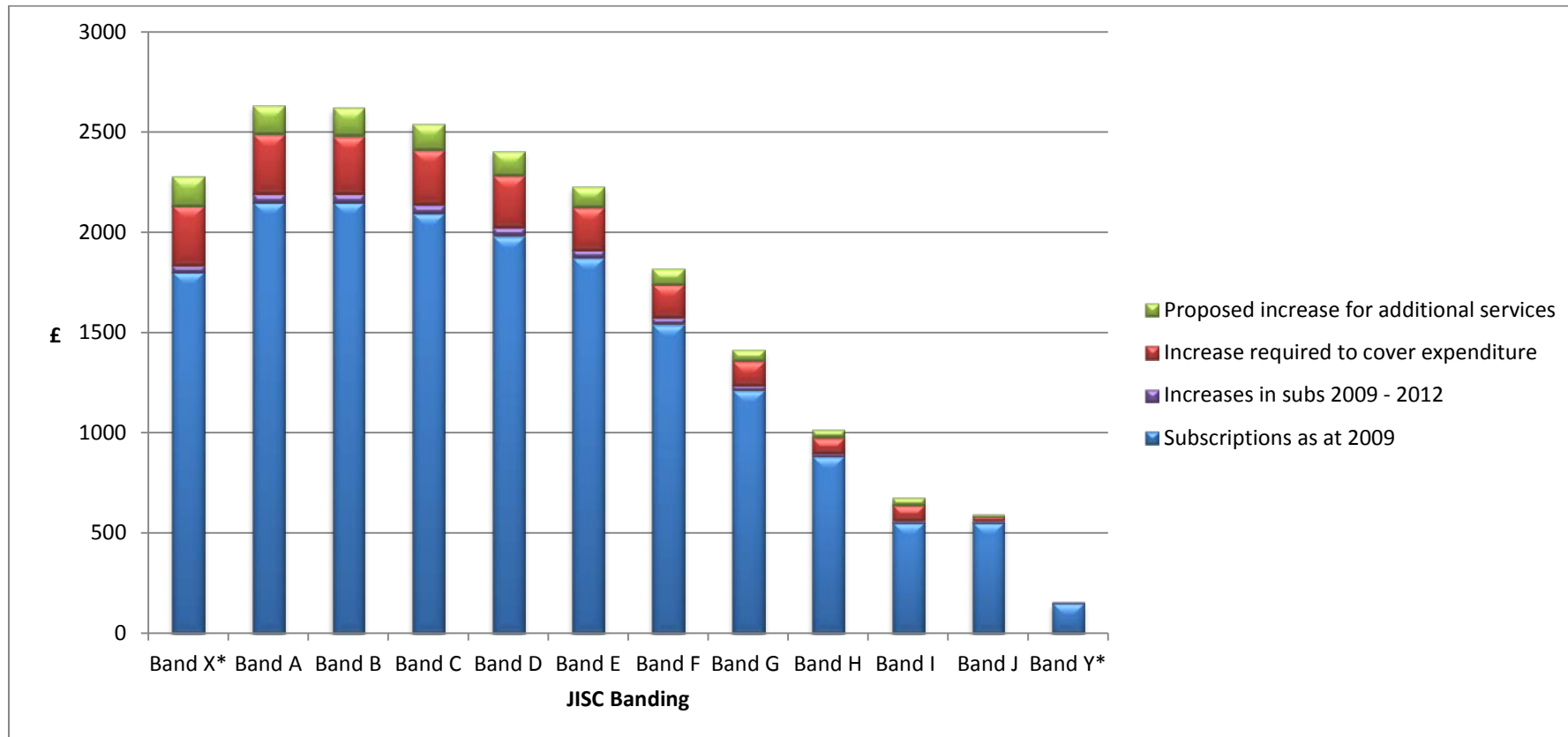
Record of changes in representation and membership since 2011 AGM

(Doc 12/44)

Aberystwyth University

That Julie Hart, Assistant Director: Library Services, Aberystwyth University, has been appointed SCONUL representative from May 2012.

Bangor University

That Sue Hodges has been appointed University Librarian, Bangor University, from 1 December 2011.

University of Bath

That Howard Nicholson will retire from the post of University Librarian, University of Bath, on 31 July 2012.

The British Library

That Dame Lynne Brindley will step down as Chief Executive of The British Library on 31 July 2012 and that Roly Keating has been appointed as its new Chief Executive Officer, from 12 September 2012.

Cardiff University

That Janet Peters, Director of University Libraries and University Librarian, Cardiff University has been appointed SCONUL Representative from June 2011.

Cardiff Metropolitan University

That University of Wales Institute, Cardiff (UWIC), changed its name to Cardiff Metropolitan University on 11 October 2011.

Cranfield University

That Hazel Woodward has retired from the post of University Librarian, Cranfield University, on 31 March 2012 and that Simon Bevan has been appointed Acting University Librarian and SCONUL Representative.

University of Derby

That Richard Finch will retire from the post of Academic Library Services Manager, University of Derby, on 31 December 2011 and that Pat Johnston, Head of Library and Customer Operations will become the SCONUL Representative.

University of East London

That Andrew McDonald has retired from the post of Director of Library and Learning Services, University of East London, on 29 July 2011 and that Cathy Walsh has been appointed Interim Head of Library and Learning Services and SCONUL Representative.

University of Edinburgh

That the Edinburgh College of Art merged with the University of Edinburgh on 1 August 2011.

That Sheila Cannell will retire from the post of Director of Library Services, University of Edinburgh, in July 2012.

Glasgow Caledonian University

That Robert Ruthven has been appointed Director of Library Services, Glasgow Caledonian University, from 16 April 2012.

University of Gloucestershire

That Lesley Castens has been appointed Head of Library and Information Services, University of

Gloucestershire, from January 2012.

Goldsmiths, University of London
That Mary Nixon has retired from the post of Librarian, Goldsmiths, University of London, on 29 February 2012 and that Dr Veronica Lawrence, Acting Librarian, has been appointed SCONUL Representative.

Heriot-Watt University
That Mike Roch has been appointed Director of Information Services, Heroit-Watt University, from September 2011.

Institute of Education
That Stephen Pickles retired from the post of Head of Library Services, Institute of Education, on 31 December 2011 and that Gwyneth Price has been appointed Acting Head of Library Services.

Kingston University
That Graham Bulpitt retired from the post of Director of Information Services, Kingston University, on 31 December 2011.

That Elizabeth Malone, Head of Content Development, Kingston University has been appointed SCONUL Representative from February 2012.

London School of Economics and Political Science
That Jean Sykes will retire from the post of Chief Information Officer, London School of Economics and Political Science, on 30 September 2012.

Loughborough University
That Graham Walton, Head of Planning and Resources, Loughborough University, has been appointed SCONUL Representative from 8 May 2012.

University of Plymouth
That Penny Holland has retired from the post of Director of Information and Learning Services, University of Plymouth, on 31 July 2011 and that Jane Gosling, Head of Learning & Research Support Services, has been appointed SCONUL Representative.

Queen Margaret University
That Fraser Muir has resigned from the post of Director of Information and Learning Services, Queen Margaret University, on 11 April 2012 and that Jo Rowley, Head of Library Services, has been appointed SCONUL Representative.

Royal College of Music
That Pamela Thompson has retired from the post of Librarian, Royal College of Music, on 15 July 2011 and that Peter Linnitt has been appointed Librarian on 1 August 2011.

Royal Conservatoire of Scotland
That the Royal Scottish Academy of Music and Drama changed its name to become the Royal Conservatoire of Scotland on 1 September 2011.

University of Strathclyde
That Michael Roberts will retire from the post of Librarian and Assistant Director of Information Services, University of Strathclyde, on 30 September 2012 and that Dilys Young has been appointed to succeed Michael Roberts.

University of Sunderland

That Oliver Pritchard, Assistant Director, Student & Learning Support, University of Sunderland has been appointed SCONUL representative from February 2012.

University of Ulster

That Collette McKenna has been appointed Head of Library Services and University Librarian, University of Ulster, from 1 October 2011 and that Elaine Urquhart retired from the post of Assistant Director on 31 December 2010

University of Wales, Newport

That Lesley May has retired from the post of Head of Library Services, University of Wales, Newport, on 31 July 2011 and that Dawne Leatherdale, Head of City Campus Learning Support, has been appointed SCONUL Representative.

University of Wales Trinity Saint David

That Sally Wilkinson has resigned from the post of Head of Learning Resources, University of Wales Trinity Saint David, on 27 April 2012.

University of Warwick

That Anne Bell has resigned from the post of University Librarian, University Of Warwick, on 31 January 2012 and that Robin Green has been appointed Acting University Librarian.

York St John University

That Debbi Boden-Angell has been appointed Director of ICT and Library Services, York St John University, from 7 November 2011.

SCONUL Full members

The following have joined SCONUL during the year since the AGM 2011:

Leeds College of Art.

SCONUL Executive Board Member Elections

How to vote

This year we have an election for the four Board posts which are available with ten candidates having put themselves forward. We are very grateful to them for offering to stand and in the pack you have been sent you will find statements from each of them.

In this pack you will also find your ballot paper. There are three ways you can vote:

- In person at the conference
- By proxy at the conference
- By post in advance of the conference (deadline Monday 11th June)

You need to be the SCONUL representative for your institution to vote. During the SCONUL AGM which will be held on the morning of the second day of conference (Friday 15th), we will ask people to hand in their ballot papers, and the votes will be counted. In the event of a tie, the winning candidate will be decided on a show of hands.

If you're unable to attend in person, you can fill in the proxy vote form, also attached, and pass it to colleague to vote on your behalf at conference (including in the event of a tie), or you can return it by post, by fax or by sending a scanned version e-mail to the address below where it will need to arrive no later than 5pm on Monday 11th June.

The candidates

- **SUE HODGES,** University Librarian, Bangor University
- **KITTY INGLIS** ,Librarian, University of Sussex
- **ALISON MCKENZIE,** Dean of Learning Services, Edge Hill University
- **JO NORRY,** Director of Libraries and Learning Innovation, Leeds Metropolitan University
- **OLIVER PRITCHARD,** Assistant Director, Student & Learning Support, University of Sunderland
- **ELIZABETH SELBY,** Dean, Learning and Information Service, Southampton Solvent University
- **IAN SNOWLEY,** University Librarian, The University of Lincoln
- **GRAHAM WALTON,** Head of Planning and Resources, Library, Loughborough University
- **SUE WHITE,** Director of Computing and Library Services, University of Huddersfield
- **MARCUS WOOLLEY,** Deputy Director, Learning Resources and Student Services, University of Bedfordshire

SUE HODGES University Librarian, Bangor University

❝I have recently taken up the post of University Librarian at Bangor University. Prior to this I was Head of Collections and Digital Developments at the University of Salford and then Head of Learning and Research Support with responsibility for collections, library systems, digital developments, academic support and IT Training support. I have worked in both academic support and the technical and library systems environment within HE.

Previously I worked at Liverpool John Moored University for 10 years. I was Head of Business Information Systems and Technical Services Manager there. This gave me a fantastic grounding with regard to digital information, digital repositories and all aspects of library systems for users including resource discovery, ERM, LMS and Research Management Systems. The idea of the new generation or open access library system has been particularly exciting and I am watching this environment with interest.

My experience in libraries has been varied and challenging as I have worked in different sectors. I have worked in a school library, in industry (National Coal Board) and in both HE and FE. I feel that this experience has been invaluable in enhancing my knowledge and experience of the different learning needs and styles of students and how important it is to work cross-sectorally.

One of my particular interests is the provision of digital information and digital collections to support teaching. learning and research. This stems from my experience with digital repositories and e-resources at two institutions over a period of 8 years. Digital collections include research and research data, archives. teaching collections eg video, audio. In my present post we are examining research data policies and the challenges of large data sets. I have a particular interesting the availability of open access information, collections and research.

Working with staff to ensure that skills are updated and staff are flexible and agile in support of students and the service is a key interest of mine Digital skills, leadership skills and the academic liaison role are important. The ability to promote the service is also an inherent part of the role and an area that needs further work.

With regard to professional involvement, I have been actively involved with NOWAL and was chair of the Purchasing Group for several years. I was involved with e-books, serials and book tenders. I was also part of the group responsible for the Joint Consortial Contract for books, e-books etc. I am now Chair of the WHELF Business Group and on the Executive of the North Wales Libraries Partnership. Whilst at Salford one of my teams worked on a JISC project on ERM data and systems. I was involved with the JISC/SCONUL Shared Services ERM project and discussions about that initiative.

I think the experience I have, in particular in working cross-sectorally and with digital collections and the library systems environment, will be of value to the SCONUL Board and the exciting challenges that lie

ahead.❞

KITTY INGLIS Librarian, University of Sussex

" I am a highly motivated library and information professional with over 25 years' experience in a wide range of academic libraries, the last 12 of which have been at a senior managerial level. I have worked in small specialist libraries (St Bartholomew's Hospital Medical College), and libraries in large teaching intensive universities (including London South Bank) and smaller research intensive universities (UEA and Sussex) and therefore have direct experience of managing the priorities and expectations of differing organisational cultures. I am committed to empowering library staff to deliver innovative services and infrastructure to enable students to reach their full potential and researchers to produce excellent research.

My professional interests are wide ranging and include open access and (research) data management, customer service, leadership development, learning spaces and the impact agenda. I am currently the SCONUL representative on the HEFCE UKRR Board and sit on the steering group of the M25 Consortium of Academic Libraries and as such have opportunities to develop networks with colleagues from a variety of backgrounds.

Access to higher education offers tremendous opportunities to transform the lives of many students. In the forthcoming £9K fee environment, it is more essential than ever that we put students at the heart of what we do, as well as demonstrating, with robust evidence, both the contribution that we make and the skills that we bring, as information professionals, to the success of our institutions in delivering their research and outreach ambitions. The current pace of change requires us to develop flexible and agile structures and procedures and to articulate these to our user communities and funders as well as developing constructive relationships with commercial partners and publishers.

This is an exciting time to be joining the SCONUL Board. If elected, I believe I have the experience, energy and enthusiasm that will enable me to contribute fully to the Board as it restructures and embarks upon its ambitious programme to 2014. "

ALISON MCKENZIE Dean of Learning Services, Edge Hill University

" My career history includes employment at various levels of seniority across a broad range of academic institutions, from specialist institutions, the Royal College of Art; large, diverse and multi-disciplinary institutions, Manchester Metropolitan University to, in contrast, a small research focussed institution, Bangor University. My current post at Edge Hill University carries responsibility for the management of a broad range of distributed academic services: library and information services for students, academics and researchers, including ICT support and training, academic skills development and support for students with a Specific Learning Difficulty (SpLD); collection management and development; strategic development and delivery of the VLE (Blackboard) and associated learning and media technologies, and facilities.

In my role as a senior manager of the University I am a member of the Directorate, the Academic Management Group, the University's International group and Information Strategy Group, each core to the strategic business and academic planning of the University. I have recently stepped down as Chair of the North West Academic Libraries (NOWAL) consortium and believe I now have the capacity to contribute more extensively to the future of SCONUL.

My professional interests are varied but primarily focus on strategic management and the increasing importance of two key themes; first, the future of the profession, and its specialist contribution to the success of its parent institution, and more broadly the future of higher education in the UK and beyond. In practice I have chaired the SCONUL Working group on Information Literacy and broadened its remit to actively engage with a number of other professional partners, VITAE, RIN, ALT and the HEA to strengthen and further promote the value information literacy to different audiences. I am also currently engaged in representing SCONUL on a JISC funded project focussing on digital literacy across a number of professional associations including the AUA and SEDA. It is evident that there are significant opportunities here to forge new partnerships, not solely on the connection of digital literacy, but more broadly as professional contributors to the success of HE.

My second theme has at its heart, the reputation and value of the profession, its resources and services and how those are articulated and presented in practice. I am quite passionate (!) about how data, both qualitative and quantitative, is used to inform decision-making and the connections between perceptions of value, communication and marketing. This is an area which cuts across all libraries and one which I hope can be investigated further. If successful in my application to become a SCONUL Board member, I will aim to work towards the successful delivery of the SCONUL strategy and actively seek greater engagement with members and partners to ensure that the priorities and steer from SCONUL meet your needs. I hope my experience and enthusiasm for development is evident and coupled with my professional interests and activities offer you a prospective Board member you will be happy to vote for. **"**

JO NORRY Director of Libraries and Learning Innovation, Leeds Metropolitan University

" I am keen to become a member of the SCONUL Executive Board to contribute more to our sector in such an exciting and dynamic era, and to help shape the support we give to the leadership of academic libraries on the way ahead. I would welcome the opportunity to work with colleagues to shape how SCONUL drives forward our new strategy for the next three years. I recognise that SCONUL is increasing its advocacy and impact, and is facilitating our working together to seek new solutions for new questions. We are leading services at probably the most challenging and turbulent time for both higher education and for libraries, with much debate about the purpose and value of each, and it is vital that we work together deploying all our skills and influence to advocate our centrality to world class learning, research and student experience.

What I would bring: I would bring my experience of leading a broad set of library and learning support services within one of our largest universities over the past seven years. I have been at the coal face of realising the potential of the changes we have seen in learning and teaching, student expectations, technological and information transformation. My responsibilities have expanded to take on further student-facing learning technology services, enabling a more holistic student support service. I believe my leadership is grounded in developing relationships with stakeholders, building trust and confidence, flexibility and resourcefulness. I am now a member of the University's Corporate Management Team, and have relished the opportunity to contribute to all the major development agendas. I have learnt so much more in this role about leveraging influence, and using my place at the table to make our services more relevant and integrated.

Professional interests and activities: My professional interests are particularly in student experience, and. Our service has held the Customer Service Excellence standard, and its predecessor, Charter Mark, for the past ten years, and this has given us the reputation in the university for leading the way on enhancing the student experience. I have been a CILIP Regional Assessor for several years, reviewing chartered librarian applications, giving me an insight into early career professionals and their development trajectory. I have been involved in professional activities throughout my career, mostly through the CILIP University, College and Research Group at regional and then national level. More recently I have been involved in the Northern Collaboration, as a member of the Change Academy team which led to the establishment of this new group of north of England university libraries.

And about me: I have spent most of my career in HE libraries, after an initial foray into cathedrals with my first post at York Minster (probably more of a retirement job, if anyone's looking for one). I have been at Leeds Met for the past 11 years, and prior to that I worked at Sheffield Hallam University and Nene College (now University of Northampton). I have postgraduate qualifications in librarianship, management and Anglo-Saxon, the last being possibly the least used but a very good foundation! I became a Fellow of CILIP in 2010, and am a Fellow of the HEA. . "

OLIVER PRITCHARD **Assistant Director, Student & Learning Support, University of Sunderland**

❝ I am seeking election to SCONUL Executive Board as I believe that my experience within SCONUL and in my library service roles will enable me to make a key contribution to the Board and to the future of SCONUL for the benefit of the whole of our membership.

I have been actively involved in SCONUL via Special Interest Groups for some time. I have served for a number of years on the SCONUL Access Steering Group, supporting the development of the scheme and contributing to the widening of those early principles to include library IT facilities.

In more recent years I have been a member of the SCONUL Working Group on Space Planning serving as a committee member, secretary and now acting Chair. I have been active in the planning and delivery of a number of space related events and of two cycles of the SCONUL Design Award. I am the SCONUL representative on the Designing Libraries Board and am currently involved in supporting the Group through what is an exciting period of transition to the new SCONUL group structure.

My SCONUL activities have been based on a firm belief in the value of these SCONUL services but also in the very real, practical benefits that these can bring to us, as members, in our daily professional practice and service developments. My Library career to date has included work across sectors in both public libraries and Further Education, before focussing on Higher Education at both the University of Wolverhampton and then the University of Sunderland. I joined Sunderland as Assistant Director for Library Services in 2002. In 2005 the library service became an early adopter of multi-dimensional convergence to include a much wider service base. My own remit was extended to include both libraries and student services.

This experience has extended my own view of and vision for university students and staff and their experience of HE and also the synergies between service areas to bring best benefit. Equally, this has developed my approach to both driving and leading change for the benefit of our service communities. I believe my experience drawn from both the creative and highly valued opportunities offered by SCONUL and my leadership role in University libraries make me well placed to contribute to SCONUL Executive Board at a moment of key and critical change. This transition demands particular energy, focus and commitment if we are to realise its full benefit for the whole SCONUL community. I would welcome the opportunity to make a real and valuable contribution to this important process of change and the wider remit of both Executive Board and SCONUL – now and for the future. ❞

ELIZABETH SELBY Dean, Learning and Information Service, Southampton Solent University

" I have worked in HE for 20 years and previously worked for a major British Engineering Company in Library, Information Science and Marketing management roles.

I consider myself very fortunate to have a role that allows me to have an impact on the student experience in many different areas of HE professional services. The Learning & Information Service (LIS) consists of five large teams: ICT; Student Services; Library & Learning Services; Employability & Enterprise; and Learning Technologies. That means that as Dean of LIS, on a daily basis, I grapple with the strategic development and management of very varied teams. In addition, as a member of the University's Senior Management Team and Chair of the Teaching and Learning Committee I have a clear understanding of the internal and external drivers, and the enablers and blockers that impact on the ways that our students learn and the ways in which we need to support them to ensure that they can be successful and enjoy their time at university and prepare for fulfilling graduate careers.

In 2008 I led a Leadership Foundation funded project into the development of Learning Spaces at Solent University with a project team that included academic and support staff and students. The recommendations formed a roadmap for the future development of the University's Library and Learning Spaces through well considered, modest refurbishments that have transformed the way that students use our Library and other learning spaces. The success of that project encouraged me to apply for funding to lead a similar cross University project into the development of flexible, technology enhanced teaching spaces. That project has led to the redevelopment of 25 classrooms to date. Through these two projects I have developed an understanding of how students learn and what they expect from the resources and the environment that we provide for them in libraries, teaching spaces and through electronic resources and the VLE.

I have been engaged with SCONUL for almost 10 years and I appreciate the collegiality and support of its members and the focus it has provided on key issues related to academic libraries. I believe very strongly, however, that as library professionals we cannot operate in isolation in our institutions but that more than ever we need to engage with other professional services and with academic colleagues in order to ensure that our voice is heard and has impact. More than ever we need to ensure that we are able to influence decisions both within our institutions and nationally so that the challenges that we face in delivering 24/7 services in ways that engage students will remain adequately resourced and the learning experience of students will be enriched. I welcome the new SCONUL strategy with its broader focus on collaboration and shared services, quality and the user experience and if elected to the Executive Board would endeavour to contribute my understanding of the wider challenges of a superconverged service to SCONUL strategic developments. "

IAN SNOWLEY University Librarian, The University of Lincoln

" I have been Librarian at the University of Lincoln since September 2009, and before that I was Head of Higher Education at the British Library a post I took after a period as Director of Academic Services at the University of London, Research Library Services. Before moving into ULRLS I built up extensive experience in Government and Health/Medical Libraries, developing interests in management, library buildings and strategy, amongst others. I was Chair of the joint SCONUL/CILIP Health Strategy Group for a period, and whilst I was at the BL I was co-opted onto the SCONUL Board, so have some experience of the role and of working with SCONUL at a strategic level.

At Lincoln my main focus, in addition to the overall management of the Library service, has been on developing the role of the University Library. As part of this I have been working to enhance the role of subject librarians in supporting learning development and creating new services to support the emerging mission of the University (increasingly focusing on research and international and post-graduate students). In my current role my main interest in SCONUL is three-fold – as a source of reliable and targeted data to support benchmarking and the case for service development and investment; as a unified voice for the sector, making arguments at national level which can influence discussions at the institutional level; and as a home for the 'Access' schemes which contribute so much to the experience that students have when they are studying away from their home institution.

In recent years I have been impressed by the energy and enthusiasm of SCONUL and its members for these roles, and this is underpinned by the latest (draft) strategy. The strategy effectively builds on the work of recent years and I believe it will focus the majority of SCONUL activity towards those areas where there is most benefit for members and the community as a whole.

It is clear that HE in the UK (and worldwide) is in for further change, and that we are only beginning to appreciate what the future will bring. These challenges (technological, societal, financial and political) only serve to emphasise the importance of working collaboratively and in concert as a whole sector. SCONUL has a key role to play in this as the only body representing all HEI libraries in the UK and Ireland. I believe that all HEI libraries have a part to play in moving the sector forward, and I intend to champion this vigorously.

Given my experience across a wide range of library types and roles, and my well-developed committee, managerial and strategic skills I believe that I can play a full and active role on the SCONUL Board. If elected I will work to ensure that SCONUL remains representative of the sector as a whole, and build further on its leadership work on behalf of academic libraries. "

GRAHAM WALTON Head of Planning and Resources, Library, Loughborough University

" I have worked in higher education libraries for 32 years, both here at Loughborough University and previously at Northumbria University. During that time there have been a range of challenges and issues to address. However, I cannot re-call a time when there have been as many diverse agendas as there are facing us today. At the University level, the library is being asked to adapt to full fees, cope with reduced levels of funding and a heightened sense of competition, while delivering a high quality service that meets the changing learning and research agendas. In addition, within the university library sector there are a range of factors that are influencing the services we offer. These include: the open access publishing model, research data storage, institutional repositories, mobile technologies, imperative to prove value, Web 2.0 applications, making our library buildings effective and changing our skills tool kit.

SCONUL has a pivotal role in helping us all pilot our way through this turbulent world we inhabit. By joining the SCONUL Board I feel I have the experience, skills and attitude that will help this be achieved:

Extensive relevant library experience: I have taken on a wider range of responsibilities, including being a health sciences academic librarian, managing three campus libraries, marketing, web site development, human resources, training, quality, evaluation and building development. I was also Co-Director of the major eLib IMPEL2 project.

Involvement in national professional activities: I was instrumental in the establishment of the COPOL health sciences group. I have been a member of the SCONUL E-Learning Group and am currently a member of the SCONUL Working Group on Space Planning. Other professional committees I have been involved with include IFLA's Continuing Professional Development and Work Place Learning Group and CILIPs' Library and Information and Research Group.

Connections with LIS academic community: I am Honorary Research Fellow in Department of Information Science at Loughborough and have published extensively. I am currently Editor of *New Review of Academic Librarianship* journal and am joint editor of the forthcoming Ashgate book *University libraries and space in the digital world.*

Dealing effectively with real issues: In recent years, I have been centrally involved in changing existing library space from book storage to social learning, establishing and delivering 24/7 opening, developing a web presence that incorporates web 2.0, assessing academics' attitude towards open access and using such approaches as Photography competitions and Library artist in residence to engage with students in different ways. I have recently completed a major exercise on the University Library's values and brand.

All of the above will ensure I can bring valuable ideas, approaches and insight to the SCONUL Board that will ensure university libraries continue to be seen as assets rather than costs. "

SUE WHITE Director of Computing and Library Services, University of Huddersfield

❝ I have worked in higher education libraries for over twenty years and feel immensely fortunate to be part of such a dynamic and stimulating sector. My current role is Director of Computing and Library Services which incorporates library services, IT (infrastructure and front line), and archives and special collections.

Having spent the last ten years in a converged service, I have developed a good understanding of the synergies to be gained from Library and IT. Collaborative working in general is something about which I feel strongly, as demonstrated by my involvement in the Northern Collaboration (of northern University libraries), the HEA Change Academy team which contributed to the Northern Collaboration, and the Performance Measurement and Benchmarking Consortium (of eight University libraries in the north/midlands). I am currently leading a Northern Collaboration Project on shared/outsourced virtual enquiry services, and am keen to explore the possibilities offered by new technologies for enhancing enquiry services. I sincerely hope collaboration will continue to be a feature of academic libraries despite the increased competition between our institutions.

One of the current challenges facing our sector is to demonstrate the value of academic libraries, and there is a growing body of practitioner research to draw on. The work I instigated at Huddersfield on correlating library usage and student attainment has been tested with partner institutions, and continues to yield significant findings. There is potential to extend this work – to varying degrees - across all SCONUL institutions. My other areas of interest include customer service, user engagement, performance management and support for research.

I am a Fellow of the HEA and CILIP, and am currently studying for a taught Doctorate. The latter is proving invaluable to me in gaining a better appreciation of the academic mindset.

My contribution to the SCONUL Executive would be my many years of academic library experience, along with my enthusiasm for exploring new activities and a genuine belief in the value of working together for the benefit of our profession. ❞

MARCUS WOOLLEY Deputy Director, Learning Resources and Student Services, University of Bedfordshire

" I have been working in libraries for 27 Years and have experience of working in public, specialist and University libraries. In my early career my subject speciality was business information, and I presented and published widely in this area.

As university librarian and deputy director for student and library services at the University of Bedfordshire I have considerable experience of converged services and have a strong commitment to ensuring an holistic approach to the student experience.

Bedfordshire has been running courses and initiatives abroad for a number of years and as such I have developed substantial knowledge in the area of licence usage with the variety of different categories of students abroad and all the associated issues. Publishers also struggle with this area and as such there are no cohesive policies on charges, etc.

I have a keen interest in information and digital literacy and was the treasurer for the CILIP IL group and the LILAC organising committee from its inception in 2004 until 2011. I would like to further my involvement with SCONUL by bringing a wide variety of experience and skills to the National Committee. "