



ANNUAL REPORT 2004

1. INTRODUCTION

Since GAELIC was launched in 1996 to foster regional library collaboration, it continues to be recognised as a successful FOTIM committee. This is due, primarily, to recognition and appreciation by its member libraries for opportunities to participate in collaborative initiatives, create value together and have ready access to colleagues willing to share experiences and expertise.

At the Annual General Meeting held on 28 July 2004, the following office-bearers were elected for the period 2004-2006:

- Chair Mr F Ubogu University of the Witwatersrand, Johannesburg
- Chair-elect Ms D Nkosi North-West University (Mafikeng)
- Past-chair Dr J Henning Unisa (Muckleneuk)

During the past year, there were a number of changes to the GAELIC Governing Board (GGB) membership:

- Professor JA Boon is the Acting Director: Academic Information Services and Director: Telematics Learning & Education Innovation, University of Pretoria
- Ms A Lessing resigned from the GGB when Vista University closed officially in June 2004
- Ms P Matshaya was appointed as Library Director: University of Limpopo (Turfloop)
- Ms V Agyei is the Interim Co-ordinator: TUT Libraries
- Dr J Henning is Acting Executive Director: Unisa Library Services (Muckleneuk)

A number of team and workgroup leaders' terms of office expired in 2004 as indicated in the progress reports. The commitment and hard work of the outgoing leaders has laid a solid foundation for the new leaders to move forward with confidence.

2. OVERVIEW OF GAELIC ACTIVITIES

2.1 Strategic and Business Planning

With the appointment of a fulltime Director in October 2003, the Strategic Management Team was mandated by the Governing Board to work with the Director on consolidating the GAELIC strategic and business planning as well as to realign the organisation structure to meet the ongoing and emerging needs of the consortium.

A series of strategic planning workshops, assisted by a facilitator, determined GAELIC's current and desired strategic direction and context for the period 2005-2007. A brief analysis of both the environment and the industry structure followed by an assessment of the financial status of GAELIC highlighted the need for a business strategy that will increase the number of revenue streams and reduce the consortium's reliance on both the allocation from FOTIM and its reserve fund. The projects and services set out in the GAELIC Business Plan are

closely aligned to the strategies of GAELIC and will be implemented over an initial period of 3 years (2005-2007).

The GAELIC Strategic and Business plans, presented to the GGB at a workshop on 27 July 2004, were positively received and approved.

2.2 Organisational structure

The realignment of the organisation structure was given consideration taking into account the appointment of a fulltime Consortium Director. The structures identified for GAELIC included:

- The permanent structure required to carry out the services and processes is centred in the GAELIC Office which manages and runs the consortium on a daily basis. The staff includes the Director and a Communications Manager and Events Coordinator.
- The existing Governing Board remains the primary governance structure whose purpose is to determine strategic direction and policy.
- Focus group structures address the needs of staff in both their library work and industry related contexts, promote inclusive participation by staff of member libraries, are governed by a Charter and self-sufficient through training and skilling workshops. Guidelines are currently being drafted to implement Focus Groups.

2.3 GAELIC Constitution

The Constitution was revised to reflect the staffing situation within GAELIC with the appointment of a Director, the changes to the institutional membership resulting from the mergers and a review of the office-bearer portfolios. The GGB made a number of proposed revisions at the AGM in July 2004 that were recommended to FOTIM for approval. The proposed changes contained in the strategic and business plans will be incorporated in a further revision of the constitution in 2005.

2.4 GAELIC Membership

2.4.1 Nomination of voting members for new institutions on the GGB

It was agreed that during the merger and incorporation process (2004-2005), current member institutions of GAELIC would continue to have representation on the GGB and participate in GAELIC. However, in the case of institutions that have two or more representatives, the institution is entitled to one vote. The new institutions created in 2004 nominated a single member to vote on its behalf:

Ms Vivian Agyei – Interim Coordinator of the TUT Libraries

Dr Judy Henning – Acting Executive Director of the Unisa Library Services

Ms Dudu Nkosi – North-West University Library Services (Mafikeng)

2.4.2 Vista Central membership of FOTIM/GAELIC

The staff of VISTA Central participated in GAELIC Committees and projects until June 2004 when the university officially closed.

2.5 GAELIC's role in mergers and incorporations

The leadership role that GAELIC can play in the transformation of the higher education arena was evident in the wide range of programmes and activities coordinated within the consortium during the past year:

- 2.5.1 **INNOPAC system workshop**
A workshop, coordinated by the INNOPAC Workgroup on 4 May 2004 at Unisa (Florida), between Innovative Interfaces Incorporated (III) and merging institutions discussed system migration issues. The workshop was attended by library and IT staff from the merging libraries.
- 2.5.2 **Gaelic & Sabinet Online**
An information session on 3 February 2004, coordinated by the INNOPAC Workgroup on behalf of Sabinet Online, outlined the practical implications of the mergers on Sabinet services and Gaelic libraries particularly the technical changes at institutional level and the subsequent impact on the Sabinet Online systems namely, SACat, WorldCat and REQUEST. A summary report was sent to the Library Directors with a request that each library communicates its merger implications to Sabinet Online.
- 2.5.3 **The INNOPAC Workgroup took the lead, once the reallocation of the VISTA user licences to other member libraries was completed, to compile a report summarising the INNOPAC/Millennium user licences allocated to Gaelic and FRELICO Libraries. The proposed allocations were finalised and presented to the SMT after which the approved changes were implemented by III.**
- 2.5.4 **The INNOPAC Workgroup facilitated communication between III and member libraries on: price quotations, distribution of III documentation to guide mergers, system migration issues and general queries.**
- 2.5.5 **Library mergers – the impact on people and processes workshop**
A workshop, held on 10 May 2004, explored some of the broader issues around mergers such as operational and merger implications for people and processes eg database subscriptions, budgets, merging functions and services across multiple campuses.
- 2.5.6 **Transformational Leadership Workshop**
Gaelic coordinated a workshop for library staff entitled “Transformational leadership and change mastery” from 4-5 November 2004 and which was facilitated by the company “Treetops”. It explored and provided the participants with a “leadership toolbox” of guidelines and basic skills to deal with aspects of the “soft areas” within the merger and incorporation process eg influencing, implementation and change management skills. An amount of R13 000 was contributed by Gaelic towards the workshop to make the cost of attendance more affordable for member library staff.

Feedback from the Gaelic institutions is that members are positive about the role of the consortium and continue to value the support it provides.

2.6 Gaelic & Friends Marketing Fair

A very successful Gaelic & Friends Marketing Fair, with the theme Customer Relationship Management, was held on 2 June 2004 at the University of Pretoria Conference Centre. A record 200 delegates attended the symposium representing all types of libraries from the region. The programme included two speakers who are recognised marketing specialists as well as presentations done by library teams as part of a competition. Fifteen libraries participated in an exhibition programme and were also evaluated as part of a competition. The winners in both categories were the teams from the Library Services at the North-West University (Potchefstroom).

An important initiative for the 2004 Fair was to do an outreach programme to a “friends group” within the Gaelic environs – the public and community library services in each of the

three provinces were invited to send staff to participate in the competitions. Through generous sponsorships, funds were available to provide twenty travel grants to staff from remote GAELIC sites as well as delegates from the provincial library services.

The GAELIC & Friends Marketing Fair has the potential to become an important annual event on the GAELIC Calendar. The success of this event can also be used to model other symposia which GAELIC can present for the academic and research sectors.

2.7 QuestionPoint Pilot Project

The GAELIC QuestionPoint pilot project ran from January to December 2004. The purpose of the project was to implement, test and evaluate an affordable digital reference system on behalf of the GAELIC libraries. The project was funded by GAELIC and a grant (GBP5000) from COSALC on behalf of the Emerald Research Fund Charter.

The following seven GAELIC library sites were selected:

- RAU Library Services
- Unisa Library and Information Services (Florida and Muckleneuk)
- University of Pretoria Academic Information Services
- University of the Witwatersrand Library (Wartenweiler Library)
- University of the North Library Services
- Vaal University of Technology Library Services
- North-West University (Mafikeng) Library Services

The University of Stellenbosch Library Services joined the project as the eighth pilot site. They were responsible for their own project costs.

The QuestionPoint Pilot Project was successfully launched on 12 February 2004 at an event hosted by the American Culture and Information Centre (Johannesburg) and included a Digital Video Conference between a panel of GAELIC members and American librarians who specialise in the delivery of electronic reference services.

In the final project report, librarians from the pilot sites confirmed that they will continue to subscribe to QuestionPoint software in 2005. Two other GAELIC libraries also indicated that they will subscribe in 2005 for the first time:

- University of Johannesburg (Doornfontein)
- North-West University (Potchefstroom)

The QuestionPoint Pilot project demonstrates GAELIC's value as a seed-bed for innovative projects and services. It is also an example of a project that achieved a high degree of collaboration at both the member institution and inter-consortial level.

2.8 GAELIC libraries ILL performance fill-rate investigation

The GAELIC Document Supply Workgroup collates statistics, drawn from the Sabinet Online REQUEST service on behalf of its member libraries, which indicate fill-rate performance in supplying and lending books/articles. Concern has been expressed about the fill-rate levels across GAELIC libraries and the need to investigate factors influencing performance. The South African Library and Information Trust (SALIT), in response to a funding proposal, approved an amount of R15 000 in December 2004 for a research project that will run from January to August 2005.

2.9 IUG-SA

A GAELIC sponsorship of R5000 was given towards the annual conference for the INNOPAC User Group of South Africa which was held from 8-10 November 2004. The IUG-SA is well attended by the staff of the GAELIC member libraries. In 2004, the ICT Team made an amount of R8000 available to provide travel grants to assist colleagues from GAELIC libraries in remote regions to attend and benefit from the IUG-SA.

2.10 Advocacy, GAELIC representation and marketing

2.10.1 Networking

The GAELIC Director and leadership continued to build both existing and potential partnerships and networks by means of meetings and contact with identified role players and stakeholders in the information industry, government and research sectors.

Ongoing contact with consortia takes place regularly to maintain currency about activities, areas of co-operation and inter-consortial projects. GAELIC updates its information and its contact details on relevant consortia sites eg ICOLC.

A teleconference was held in September 2004 with regional consortia directors to obtain input for a presentation made by the GAELIC Director at the 6th European meeting of ICOLC in October 2004.

2.10.2 GAELIC representation

Coalition of South African Library Consortia (COSALC)

GAELIC continued to provide input and support to the legal and consultative process to register and establish COSALC as a Section 21 (NPO) Company. The FOTIM Board nominated the GAELIC Director as a Director of the COSALC Board and the GAELIC Chair as the alternate Director. The COSALC AGM for the new Board was held on 23 November 2004 during which Ms Pat Busby (CALICO) was elected as the Chair and Ms Laila Vahed (eSAL) as Deputy Chair.

The COSALC proposals for an annual membership fee (payable by the consortium) and a SASLI services-related fee structure (payable by member libraries) was distributed and discussed widely in GAELIC. The GGB approved the proposals at its AGM on 28 July 2004.

SABINET Online

To enhance collaboration with SABINET Online, the Chairpersons of the Document Supply and Collection Development Workgroups represent GAELIC on the national SABINET Resource Sharing Forum. A number of important issues were identified by GAELIC for discussion, inter alia search interfaces, upgrading of the SABINET database statistics to adhere to the Project COUNTER standards, content and pricing structure of the South Africa e-publications database.

GAELIC representatives from the GCATS and INNOPAC workgroups attend the meetings of the Sabinet Online Standards Committee (SOSC). Two meetings were held in 2004 at which SOSC identified specific priorities for the 12 month period, including deduplication project, basic and advanced training, SABICAT web redevelopment, holding statements and system functionality.

ISBN-13

The National Library of South Africa established a ISBN-13 Implementation Workgroup in March 2004 to ensure that South African libraries can accommodate

the 10 as well as 13 digit ISBN numbers in their respective systems. Ms Ina van der Merwe (Workgroup coordinator: GCATS) was the GAELIC representative until her retirement in November 2004. Mr Philip de Villiers of the University of Pretoria is the new GAELIC representative.

2.10.3 Marketing and communications

Site visits

As part of the implementation of the GAELIC Business Plan, the GGB approved a proposal that the GAELIC Director and Project Assistant visit the 15 library sites starting in November 2004 with the remote sites. A total of nine sites visits were achieved during which a presentation introducing GAELIC's strategic and business plans is made followed by a meeting with the Library Management. The balance of the visits will be arranged in the first quarter of 2005.

Open day

The GAELIC office staff were invited to attend an open day at the Tshwane University of Technology (TUT) to celebrate Information Literacy Week. The brochure was revised and an exhibition was put up for the event.

Communications

The GAELIC Listserv, hosted by Sabinet Online, was initiated in early 2004 and is used extensively for discussion purposes, news items of general interest and announcements to the GAELIC community. The GAELIC website is updated regularly and it was agreed that FOTIM/GAELIC would develop a common set of webpages for conferences and events.

Regular "information updates" are compiled by the GAELIC office and distributed to the Library Directors and staff of GAELIC member libraries to inform them of events and activities within the consortium and COSALC.

Promotional materials

As part of its strategy to improve its visibility and awareness among the member Libraries, the GAELIC brochure and annual report were widely distributed during site visits. A mobile exhibition stand and free standing banner have been purchased.

2.11 SARIS project

The GAELIC Director is on the Project Management Team of SARIS (South African Research Information System). The purpose of the project is make electronic networked information accessible and cost-effective for all researchers within South Africa. Wide consultation have taken place with key role players and stakeholders. A document outlining a framework for an e-Research support services infrastructure in South Africa has been submitted to the Department of Science and Technology for comment and further action. This concludes the planning phase of the research project.

3. GAELIC FINANCES

During 2004, GAELIC was fortunate to receive a number of sponsorships towards the GAELIC & Friends Marketing Fair and the two Shelves' Workshops. This generous support by sponsors for GAELIC programmes and activities is highly appreciated.

GAELIC was the recipient of two funding grants from COSALC/Emerald Research Charter towards the QuestionPoint pilot project (R61 000) and the South African Library and Information Trust (R15 000) towards the ILL performance fill-rate project.

The Director, together with the SMT, compiled a three year budget as part of the Business Plan. It is also intended that GAELIC reserve fund should be managed as part of the business strategy.

A proposal was accepted by the GGB that GAELIC contribute R50 000 towards the developmental project to establish the Virtual Education Site (VES) for the FOTIM region. GAELIC will make valuable contributions to the VES content and the benefit derived from portal technology will be to the advantage of its member libraries and their clients.

4. GAELIC LEADERSHIP PROGRESS REPORTS

4.1 GAELIC Governing Board (GGB) and the Strategic Management Team (SMT)

The GAELIC Governing Board is the highest decision making body within GAELIC, and ensures that GAELIC achieves its goals and objectives. The GGB approved all policy and financial documents, and discussed issues such as quality assurance, management statistics and the merger process. The GGB met three times during 2004.

The Strategic Management Team met to review the teams activities and provide strategic input to the GGB. The GGB mandated the SMT to work with the Director on issues of strategic and business planning. The SMT held regular teleconference meetings to finalise proposals and draft documents.

The Teams and Workgroups, assisted by the GAELIC Office administrative assistant, met in 2004. The GAELIC Director attended the first meetings to:

- Meet the members
- Outline the roles of the office and the staff
- Discuss 2004 work plans and projects.

These teams are primarily responsible for implementing the projects of GAELIC through their tireless efforts and work.

4.2 Information Resources Team

The Team initiated the compilation of a Statement of Service Intent (SSI) with SABINET Online. Consultation was extended to a wider set of members within GAELIC. The SSI was approved in 2004 and distributed to the Library Directors for implementation in their organisations.

Discussions were initiated with the SASLI Project Co-ordinator to draw up a Statement of Service Intent with respect to site licence issues including training, communication, current agreements, product identification and trials as well as client expectations. At the November 2004 COSALC meeting, it was agreed to develop a national Service Level Agreement to be used by libraries making use of SASLI services.

Ms S Swanepoel served as the Deputy Team Leader of the Information Resources Team during 2004 and will be taking over as the Team Leader from Dr A van Vuren with effect from 2005.

4.2.1 Collection Development Workgroup

The expertise profile was updated to include the new relationship with the SASLI Office regarding the identification and selection of new electronic resources for evaluation, the negotiation process and regular interaction with the office.

The Collection Development Workgroup, together with SASLI, negotiated the national contract for Springer/Kluwer for 2005.

The more active role by workgroup members in site licensing negotiations took more time than anticipated but is viewed as a valuable input resulting in major cost savings for the member libraries.

A Planning Session was held in January 2004 to further discuss the compilation of a regional collection development policy for the region. Due to the impact of mergers on decisions about collections and staff workloads, it was difficult to implement any decisions regarding a collection development policy.

4.2.2 Document Supply Workgroup

The Document Supply Workgroup took the initiative to work closely with the LIASA ILL Interest Group by holding "shared meetings". GAELIC matters are discussed in separate meetings with member libraries whilst topics of interest to all libraries are discussed in the open forum meetings.

The GAELIC Document Supply Workgroup presented, due to demand, two successful Shelve's Motivational Workshops in July and December 2004. A motivational speaker, Sej Motau, gave the keynote address followed by interactive and practical sessions.

4.2.3 Cataloguing and Technical Services Workgroup (GCATS)

The GCATS Workgroup held three meetings in 2004. Ms Ina van der Merwe retired in November 2004 and Mr Philip de Villiers of the University of Pretoria took over as the new Co-ordinator. They attended ISBN-13 Implementation Workgroup meetings on behalf of GAELIC and provided feedback on activities and schedules.

4.2.4 User Education Workgroup

The Workgroup arranged six workshops to address the competencies required in information literacy (IL) skills instruction. The following topics were covered:

- How to write IL manuals/tutorials and writing for e-learning (20 February)
- Learning design – actual writing of manuals according to notional hours, purpose, outcomes, activity and standards (5 March)
- Presentation skills (train- the-trainer) (23 March)
- How to market IL programmes (24 March)
- How to evaluate and assess IL programmes (Pre- and post evaluation) (22 April)
- How to handle one-on-one training (individual vs group sessions) (23 April)

4.2.5 e-Reference Workgroup

The e-References Workgroup initiated the QuestionPoint in GAELIC. The Workgroup Coordinator, Ms H Botha was the GAELIC Implementation Team Leader, together with Dr A van Vuren (Teamleader: Information Resources) who was Project Leader. This successful project is reported on more fully under section 2.7 as a project with broad benefit for the library and information services sector.

4.3 Human Resources Team

The Human Resources Team held three meetings in 2004.

A draft questionnaire on succession planning within GAELIC was compiled for distribution to the member institutions.

The Team initiated the workshop on Transformational Leadership and Change Mastery held in November 2004. It also made a portion of its budget available towards the cost of the workshop.

Ms N Mahlangu served as the Deputy Team Leader of the Human Resources Team during 2004 and will be taking over as the Team Leader from Ms T Hlatywayo with effect from 2005.

4.4 Information and Communication Technology Team

The ICT Team and INNOPAC Workgroup held three joint meetings during 2004 as both were attended by site co-ordinators of the INNOPAC system.

Two workshops, in conjunction with the INNOPAC Workgroup, were presented:

- The Data Clean-up Workshop was held on 19 August 2004 for 82 staff from technical services responsible for maintaining the INNOPAC database. Although critical for merger libraries in the process of data migration, it also provided important procedures and practical skills for staff working with the database on an operational level.

- The WWWoptions Workshop was held on 14 May 2004 to assist libraries in setting up their WebOPACs. The workshop was presented by Ms D Ackerman of the Central University of Technology and was attended by 30 participants.

The Team tried, unsuccessfully, to set up an IT training course for technical staff working with the information and communications technology in GAELIC libraries. However, discussions with DITCHIE are continuing. The Team also attended meetings of the FOTIM Virtual Education Sites (VES) Project to give input on GAELIC requirements and to discuss the possibility of a combined GAELIC portal.

Ms E Grimbeek and Ms A Moeng served as the Deputy Team Leaders of the ICT Team and INNOPAC Workgroup respectively during 2004. They will be taking over as Team Leaders from Ms D Man and Ms AJ Erasmus with effect from 2005.

4.4.1 INNOPAC Workgroup

This Workgroup was particularly active during 2004 due to the mergers in the region. In addition to the two Workshops outlined under the ICT team report, this Workgroup played a pivotal role in providing support and expertise advice to member libraries throughout the past year. The valuable contribution made by the INNOPAC Workgroup towards the merger process is reported in more detail under the section on GAELIC's role in the mergers (section 2.5).

The INNOPAC Workgroup took the lead in finalising the Mellon Grant for the INNOPAC library system. An amount of R120 000 was divided between the four Phase 3 libraries to upgrade the hardware in these member libraries to optimise access to and functionality of Millennium. It was agreed that the library staff at the University of the North, North-West University and Tshwane University of Technology

(Ga-Rankuwa) would be trained in Millennium by their merging counterparts, already trained in Millennium, namely MEDUNSA, North-West University (Potchefstroom) and Tshwane University of Technology (Pretoria). An amount of R10 000 was retained to provide training to the Library staff at the University of Venda in the first quarter of 2005 pending their server upgrade and loading of Millennium modules.

5. GAELIC OFFICE

The GAELIC Office provided active support to the Chair, GGB, SMT and Teams during 2004. An annual schedule assists Team Leaders and Workgroup Co-ordinators plan their meetings and work programmes. The GAELIC Project Assistant provided assistance with agendas, minutes and supporting documentation for the Teams' meetings as well as distributing notices, maintaining contact lists and updating the FOTIM/GAELIC websites.

6. BENEFITS OF GAELIC MEMBERSHIP

A direct benefit of GAELIC membership is the opportunity for its members to effect substantial cost savings for their libraries through the consortia site licence agreements for electronic databases. The value of the consortium priced deals subscribed to by GAELIC members for 2004 was approximately R31.3 million which represented 50 different titles across a wide range of subject disciplines. The commercial value of these databases was estimated at R48.9 million.

GAELIC provides its members with good networking, training and capacity building opportunities. A wide variety of workshops, training sessions, marketing events and information sessions were held in 2004.

GAELIC's objectives are aligned with the goals and required outcomes of the National Plan for Higher Education of South Africa and supports member libraries with these developments. Participation in GAELIC paved the way for libraries to plan integrated library services within the proposed mergers. As members of GAELIC these libraries also share the same system and support structures.

GAELIC provides the initiative in setting acceptable levels of service delivery through active participation in standards setting bodies and compiling Service Level Agreements or Statements of Service Intent with appropriate suppliers and vendors.

7. CONCLUSION

GAELIC is pleased to report that the planning and implementation of the strategies identified during 2004 is well under way and that the leadership will continue striving to promote the collaborative partnerships within the consortium as well as active participation institutionally, regionally and nationally.

The contributions of members of the various teams and the support of the GAELIC Governing Board are sincerely appreciated.

Special thanks are due to Professor H Edwards and the FOTIM Board for their leadership and support. We gratefully acknowledge the continued support for GAELIC by Professor Antony Melck, Chairperson of FOTIM.

The initiatives, commitment and support of leaders in GAELIC, both past and current, including the Chairperson (J Henning) and Deputy Chairpersons (D Nkosi, H Sander and R More), GAELIC Project Assistant (T Healey), Team Leaders (A van Vuren, D Man, T Hlatywayo, S Swanepoel, A Grimbeek, N Mahlangu), Work Group Leaders, and FOTIM Project Co-ordinator (A McCallum) are also much appreciated.

MR FN UBOGU
CHAIRPERSON: GAELIC
14 February 2005

MS GME THOMAS
DIRECTOR: GAELIC

Approved, with changes, at GGB – 9 March 2005.

(c:GAELIC Documents/GAELIC annual report 2004-draft 1)