



# CAI Libraries Review

**Authors:**

Kirsty Wilson, Library Manager, CAI

Hester Mountifield, Associate University Librarian, Academic and Research Support Services

**Date:** 6 December 2017

## Contents

1.	Review objectives .....	3
2.	Recommendations: .....	3
2.1	Alternative recommendations .....	4
3.	Background .....	5
4.	CAI Libraries User Population.....	5
5.	Creative Arts & Industries Library Services.....	6
5.1	Lending, shelving, short loan, document delivery.....	6
5.2	Subject Librarian Services.....	6
5.3	Facilities .....	7
5.4	Learning and Study Spaces .....	7
5.5	Opening hours.....	8
6.	Scholarly collections .....	9
6.1	Use of the collection .....	10
7.	Drivers for change.....	13
7.1	Libraries and Learning Services Trends and Strategic Directions .....	13
7.2	Faculty of Creative Arts & Industries Strategic Directions .....	16
7.3	Strategic Alignment.....	16

# 1. Review objectives

1. To review the Architecture & Planning, Music & Dance and Fine Arts Libraries (CAI libraries) spaces, services, collections and operating cost in context of the Libraries and Learning Services (LLS) Vision & Strategy 2017-2021, Creative Arts and Industries (CAI) Faculty Plan 2017-2019, and the University of Auckland (UoA) capital plan.
2. To make recommendations to Sue Roberts, Director of LLS, and Diane Brand, Dean of CAI.

**Out of Scope:** This review will not consider staffing structures in the CAI libraries. The staff structures and service models will be addressed by the LLS Service Delivery Model currently being developed for 2018.

## Review Committee

The Committee membership include LLS, CAI Faculty, Faculty of Arts and student representation.

CAI Faculty: Nuala Gregory (Deputy Dean & Fine Arts), Jason Hole (School of Music), Kathy Waghorn School of Architecture & Planning (A&P)), Rose Martin (School of Dance Studies), and Leo Zhu (Architecture) and William Muir (Music) student representatives.

Faculty of Arts: Robin Woodward (Art History)

LLS: Hester Mountifield, Associate University Librarian, (Chair) and Kirsty Wilson Library Manager, CAI Libraries

**Roles and Responsibilities:** The authors of the review document are Hester Mountifield and Kirsty Wilson. The Review Committee will consider the CAI Libraries data and feedback from staff and students obtained via online questionnaires.

## Review Tasks

1. Gather, analyse and synthesise data representing the current state of the CAI libraries services, spaces and collections.
2. Consult relevant stakeholders.
3. Present first draft of this data, key findings, challenges and opportunities to Review Committee.
4. Develop recommendations in consultation with Review Committee.

## Project timeline:

Present recommendations to Sue Roberts, Director of LLS, and Diane Brand, Dean of CAI by 15 December.

# 2. Recommendations:

The majority of the Review Committee members endorse the following recommendations.

- 1. Consolidate the three CAI libraries into the General Library.**
- 2. Provide appropriate environments for CAI collections in the General Library.**
- 3. Provide appropriate facilities and spaces for researchers and students to engage with the collections.**

The evidence clearly shows that current CAI library spaces are no longer fit for purpose. They were built in the 1970s and 1980s and, other than installing computers, they have not been modernised

to reflect changed library practices. It would not be effective to refurbish and maintain the three libraries in their three different locations, given such a small number of users and the declining rates of usage. The issues with the spaces are clearly spelt out. They include: opening hours (49-58 hours per week as opposed to 96 hours for the General Library), restricted access to collections, inefficient and costly use of space, restricted shelf space, noise, poor disabled access, health and safety risks, lack of control of temperature and humidity, and risk of damage to collections. In short, the facilities do not meet the requirements for modern library and learning spaces.

A move to the General Library, if well managed, would resolve all of the issues listed above. It would provide students and staff with secure modern library services including research, study and collaborative spaces, in a location adjacent to other campus facilities for socialising and relaxing.

The one potential drawback of a move to the General Library would be the distance students would have to travel (from their studios and learning spaces) in order to access library services, and the loss of a familiar library and study environment. Neither is a major problem, however. The General Library is only 10 minutes walk from Elam, for example. Given their idiosyncratic information needs and eclectic reading habits (ranging well outside of their discipline), creative arts students would benefit from greater familiarity with, and greater frequency of visits, to the collective resources of the General Library. CAI students could be re-inducted into the use of (General) library services, including digital services, and shown how to research effectively across all subject areas in an interdisciplinary way. Students might also be encouraged to plan regular visits to the General Library, whether to browse randomly or to access specific resources of interest to them.

## 2.1 Alternative recommendations

A Committee member who does not endorse the recommendations above proposes alternative recommendations.

- 1. That a dedicated Fine Arts, Architecture, Design and Urban Planning library is established as part of the sector 400 re-development.**
- 2. That this new facility houses the significant parts of the lending collection but that the 40-50% of the collection identified through research as not regularly access be available from off-campus storage ('just-in-time' model).**
- 3. The new fine Arts, Architecture, Design and Urban Planning library may or may not house the Architecture Archive but if so the facility should have adequate climate control for the purpose.**
- 4. That the music and dance collections be amalgamated with the General Library with the exception of scores, where a more localized access point should be investigated.**
- 5. That this significant opportunity to bring the resources of the wider community into the university around a prestigious, nationally important project such as this are identified and rigorously pursued: for example- The Dame Jenny Gibbs Visual Arts, Architecture, Design and Urban Planning Library that holds the Sir Miles Warren New Zealand Architecture ARCHIVE.**

In proposing these alternatives, the following reasons were provided:

The recommendations (2) as proposed and endorsed does not serve the interests of the current and future staff and students of the School of Architecture and Planning. The data shows that CAI staff and students are high users of physical library collections compared with the wider university. SoAP and Elam students report that library collections co-located close to their studio spaces is a high priority. This is supported by the 'hands-on' enquiry learning of studio pedagogy – a pedagogy which sets the CAI faculty apart from all other faculties in the University.

The proposed redevelopment of the General Library emphasises study and collaboration spaces over access to collections. This emphasis serves STEM students and staff with numerous online resources and a need for study space. It does not serve CAI students who have studio spaces for study and collaboration but require enhanced access to physical collections. Relocation of CAI library collections to the General Library collections will disperse collections over a much larger collection thereby diminishing access to resources.

The Qualtrics questionnaire for staff lacked vital questions for staff to inform the committee about how academic staff and students use Architecture and Planning library collections.

Evidence of financial reasons for amalgamating the CAI libraries was not evident in the review document.

The poor state of facilities does not account for planning underway for sector 400 redevelopment which could include a new library facility.

A new dedicated Fine Arts, Architecture, Design and Urban Planning library located in sector 400 could be a selling point which could address the growing competition in the creative industries field locally (architecture programme at AUT) and in Australia and Pacific Universities and the development of the CAI Design School/Programme.

### 3. Background

The Libraries and Learning Services Vision and Strategy for 2017-2021 identifies as its mission 'to enable our students and staff to flourish by providing excellent opportunities, environments, services, resources, tools and expertise for learning, teaching and research.'

In the context of this mission and significant capital developments at the City Campus, a number of LLS facilities are being reviewed to ensure they meet requirements for high quality learning environments and resources for students and academic staff. The purpose of this document is to review the three CAI libraries through:

- Providing data on the size and use of the physical collections; occupancy and use of the spaces; environmental and physical conditions of the libraries; and
- Analyse the data and articulate the facts, challenges and opportunities in context of the proposed draft recommendations below.

The CAI Libraries provide collections and services for the School of Architecture & Planning, the School of Dance Studies, the School of Music, and the School of Fine Arts in the Creative Arts & Industries Faculty and the Art History department in the Faculty of Arts. The three libraries moved into their current locations between the mid-1970's and the mid-1980's.

### 4. CAI Libraries User Population

The primary user population of the libraries are the students and academic staff of the CAI Faculty who make up 4% of the whole University of Auckland student and academic staff population. Art History students and academic staff from the Faculty of Arts also use the Fine Arts Library and the Architecture & Planning Library for research and study.

Art History & Creative Arts & Industries student numbers							UoA student numbers
2016	Architecture & Planning	Art History	Dance Studies	Fine Arts	Music	Total	Total
Undergraduate	455.20		92.60	258.30	330.30	1136.40	30,327
Postgraduate	318.60		27.50	123.40	56.90	526.40	11,539
<b>Total</b>	<b>773.80</b>	<b>411</b>	<b>120.10</b>	<b>381.70</b>	<b>387.20</b>	<b>2,073.80</b>	<b>41,866</b>

Art History & Creative Arts & Industries academic staff numbers							UoA academic numbers
2016	Architecture & Planning	Art History	Dance Studies	Fine Arts	Music	Total	Total
<b>Total</b>	43.6	7	8.51	21.8	31.98	<b>112.89</b>	<b>3,941</b>

Facts:

- The CAI Faculty staff and student body accounts for 4% of UOA total population.
- There are three separate Libraries providing collections, resources, services and learning spaces for CAI.

Challenges:

- Significant operational cost to maintain three service points for small user population in context of the current constrained fiscal environment.
- Duplication of basic front line and collection maintenance services and associated staff costs in three locations.

Opportunities:

- Consolidate operations within the General Library service envelope and as part of the UoA central services precinct (AskAuckland Central, the new student information centre), Kate Edger Information Commons, Recreation Centre, and proposed Student Quad redevelopment.

## 5. Creative Arts & Industries Library Services

### 5.1 Lending, shelving, short loan, document delivery

All three Libraries provide the same core lending, shelving, short loan and document delivery functions as other libraries within LLS.

### 5.2 Subject Librarian Services

Four Subject Librarians provide services for Architecture, Art History, Planning, Fine Arts, Music and Dance Studies. Three Subject Librarians provide services to support and enhance the teaching and learning activities of staff, researchers and students. One Subject Librarian provides specialist research support services for the CAI faculty. This position was established in recognition of the unique research practices and service needs of the faculty.

In addition to the Subject Librarians, a Lending & Collections Librarian and an Archivist manage archival and special collections in the Fine Arts and Architecture & Planning Libraries and provide associated services.

## 5.3 Facilities

The CAI libraries have existed in some form since the early part of the twentieth century. They moved into purpose built locations in the 1970's-1980's.<sup>1</sup> The impact of technology in the late 1980's led to the automation of many library services and routines. Scholarly publications became increasingly available online from the 1990's. Although these advances have transformed library services the CAI Libraries have not modernised their main service points to reflect changed library practices - except by installing computers. Power outlets remain scarce and are often not positioned conveniently. Study furniture has not been updated except in the Fine Arts Library.

### Facts:

- Physical spaces, including staff work spaces, are no longer fit for purpose.
- No delineation between individual quiet and collaborative study spaces.
- Not climate controlled with wide fluctuations in temperature and humidity.
- The Architecture Archive and Library is located underneath water and sewage pipes.
- Does not meet disabled access requirements.

### Challenges:

- CAI staff and students appreciate the proximity of collections and CAI Libraries staff and may experience a feeling of loss.
- Integration of small specialised collections into a much larger collection will be perceived as decreased access by staff and students.
- Does not meet the requirements for modern library and learning spaces.
- Noise is an issue.
- Special and archival collections can deteriorate.
- Damage to collections is a risk.
- Service points and staff workspaces inhibit streamlined service provision.
- Wheel chair and disabled access requires staff assistance.
- Not cost effective to refurbish.

### Opportunities:

- Move collections into a centralised General Library location ensuring efficient and effective collection management.
- Modern and fit for purpose research, study and collaborative spaces.

## 5.4 Learning and Study Spaces

CAI libraries provide student study spaces (with and without computers) as well as casual seating. Both the Fine Arts and Music & Dance Libraries have individual study cubicles that are popular with students. Large tables are available for group study and for viewing large format documents in each library. However, the open plan nature of the library spaces mean these group study spaces are not soundproofed from the silent study areas.

Occupancy surveys are carried out at regular intervals throughout the academic year. Use of the Libraries for study purposes is low in comparison with use of other LLS spaces. It is possible that Architecture, Fine Arts and Planning students make use of their studio spaces to work in rather than the library.

---

<sup>1</sup> Architecture & Planning Library opened in 1982; Fine Arts Library opened in 1976; Music & Dance Library opened in 1986.

Study seats 2016	Formal	Casual	Seating w/o computers	Seating with computers	AV seating	Total
Architecture & Planning	87	9	96	17	0	113
Fine Arts	43	11	54	8	0	62
Music & Dance	23	4	27	11	7	45

#### Occupancy use of study spaces

Occupancy statistics	Architecture & Planning	Fine Arts	Music & Dance	Philson Library	General Library	KEIC
2016	28%	32%	32%	60%	55%	61%
2015	29%	32%	34%	56%	66%	64%
2014	31%	35%	39%	60%	56%	69%
2013	33%	52%	41%	61%	57%	73%
2012	35%	39%	45%	70%	57%	71%
2011	36%	24%	34%	53%	56%	71%
2010	31%	35%	38%	43%	50%	75%

#### Facts:

- Low rates of library occupancy overall.
- Steady decline in occupancy rates.
- Most other LLS facilities have occupancy rates well above 50%.
- Architecture, Planning, and Fine Arts students prefer to use studio spaces for study.

#### Challenges:

- Costly under-utilised space in three locations.
- Does not meet the requirements for modern library and learning spaces.
- Not cost effective to refurbish.

#### Opportunities:

- Modern and fit for purpose research, study and collaborative spaces available in the General Library

## 5.5 Opening hours

<b>Architecture &amp; Planning Library</b>	58 hours per week (1 late night until 8 p.m.) Open Saturday
<b>Fine Arts Library</b>	55 hours per week (1 late night until 8 p.m.) Open Saturday
<b>Music &amp; Dance Library</b>	49 hours per week (no late night) Open Saturday
<b>General Library</b>	96 hours per week (Open late every night until 10 p.m.) Open Saturday and Sunday
<b>Kate Edger Information Commons</b>	113 hours per week (Open late every night until midnight or 10 p.m.) Open Saturday and Sunday

Facts:

- The distributed nature of the three CAI Libraries and low occupancy rates mean it is not cost effective to offer the same extent of opening hours as KEIC and the General Library.

Challenges:

- Access to the CAI collections is significantly restricted when compared to collection access for other disciplines.

Opportunities:

- Consolidate the three CAI Libraries into the General Library to provide increased access to collections, services and study spaces.
- It complements and is in close proximity to other student spaces provided by the University for relaxing and socialising.
- Enhanced security in a central service precinct.
- Contributing to the Campus Life strategy of creating a sticky campus by co-locating core student services and amenities.

## 6. Scholarly collections

Physical scholarly resources continue to predominate in creative arts disciplines and is evident in the library collections. This trend is in contrast with most other disciplines. There are a several reasons for this. The importance of visual material for Art History, Fine Arts, Architecture and Urban Design is uncontested. Image reproduction rights, particularly online reproduction rights, remain a vexed issue both nationally and internationally. The book as a physical element is very important for students and academic staff in the visual disciplines. Creative artists and designers who make or create objects revere and appreciate the physical artefact. Print scores for music performances function better than online scores. The electronic output of publishers of creative arts material continues to lag behind other subject areas and is of variable quality compared with print reproductions.

The size of the physical collections at each of the CAI Libraries is shown in the table below. The physical collections now occupy over 90% of the shelf spaces (the recommended target is 75% as an industry standard). Space limitations in each facility mean there is no room for future expansion of the physical collections.

Collection numbers	Books	Theses	Serials	Total 2016
<b>Architecture</b>	50,541	3,981	10,986	65,508
<b>Fine Arts</b>	54,219	512	8,413	63,144
<b>Music and Dance</b>	57,848	253	2,566	60,667

Facts:

- Shelves are at over 90% full.
- To accommodate the collections in Music and Architecture & Planning Libraries the shelves are higher than recommended for health and safety standards.
- Regular weeding/relegation is required for collections fit the space.
- It is not possible to add further shelving due to space constraints.

#### Challenges:

- Unsatisfactory user experience when browsing collections or selecting material for use.
- Collection maintenance and shelving is challenging due to arrangement of shelving bays.
- Wheel chair access to collection is difficult as aisles are too narrow and shelves are too high.

#### Opportunities:

- Consolidate the three CAI libraries into the General Library to provide increased access to collections, fostering an increased interdisciplinary approach across all subject areas.

#### Special Collections and Archives.

As well as the usual resources (books and journals), the CAI Libraries have a number of Special Collections and Archives. Special collections are materials in all formats, deemed worthy of preservation because of their uniqueness, rarity or monetary value.

Architecture & Planning Library	Architecture Archive Sheppard Collection Measured Drawings Historical Collection Folio Collection
Fine Arts Library	Archives Artists Books Artist & Gallery Files Special Collections monographs
Music & Dance Library	Music Library Glass Case

#### Facts:

- Spaces are not climate controlled and there are wide fluctuations in temperature and humidity.
- Water and sewage pipes above the Architecture Archive and Library.

#### Challenges:

- Deterioration and potential destruction of rare and unique research collections (Nga Taonga).

#### Opportunities:

- Consolidate the CAI special and archival collections into the General Library Special Collections.
- All unique research collections (Nga Taonga) are also housed in appropriate secure and environmentally controlled temperature conditions.
- Provide researchers with consolidated access to a range of archival resources and formats.

## 6.1 Use of the collection

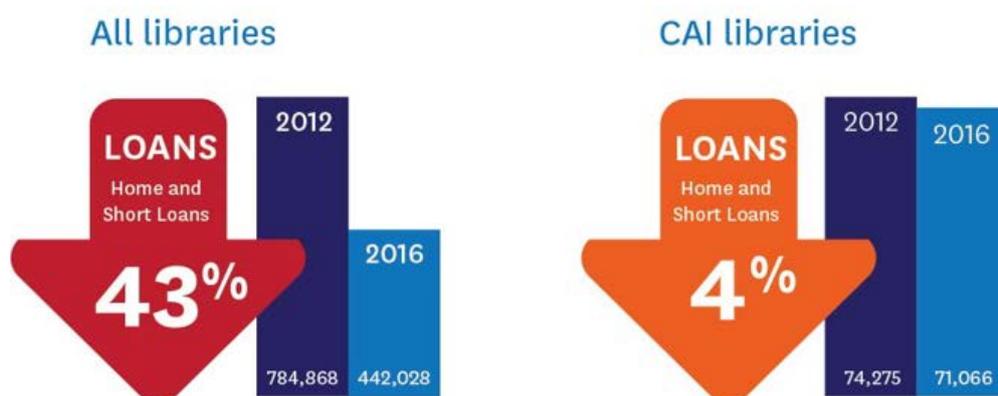
Loans of physical resources across all the UoA Libraries have decreased by 43% between 2012-2016. Although loans are also decreasing in the CAI Libraries the rate of decrease is significantly lower: 7% (Architecture & Planning), 13% (Fine Arts) and 21% (Music & Dance) respectively. Nonetheless loan data also demonstrate sizable parts of the CAI Library collections are not circulating.

Research confirms that the art or design student searches for information differently from those in other disciplines. In a quantitative study, Hemmig (2009) found that:

- Information needs of individual artists are extremely idiosyncratic.

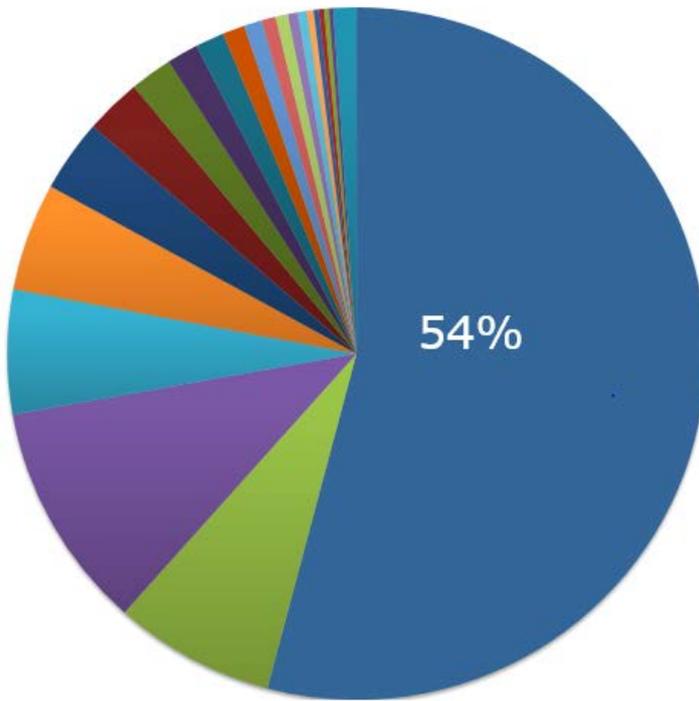
- Artists require a great deal of information that has no epistemic relationship to art.
- For most information needs, browsing is the strongly preferred behaviour.
- Social information gathering is also important, particularly for knowledge of materials and techniques, and for marketing and career guidance.

Borrowed	2006	2007	2014	2015	2016
<b>Architecture</b>	35,859	38,251	20,323	21,229	28,351
<b>Fine Arts</b>	35,358	26,731	24,407	25,909	21,862
<b>Music &amp; Dance</b>	21,561	20,135	15,096	16,013	15,067
<b>General Library</b>	310,175	301,108	167,031	194,542	189,403

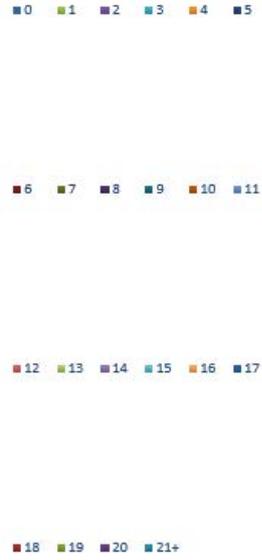


Loans of physical items in all LLS Libraries have dramatically decreased in the past ten years. CAI loans have also decreased but at a much slower rate. This is partly a reflection of the lack of online resources in these disciplines as well as a continued preference for viewing visual information in print formats.

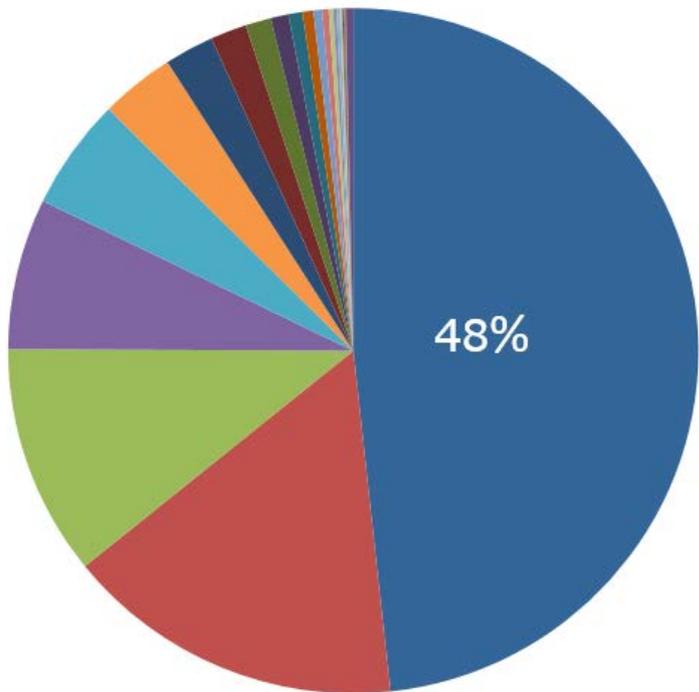
## Architecture & Planning



Number loans 2014-



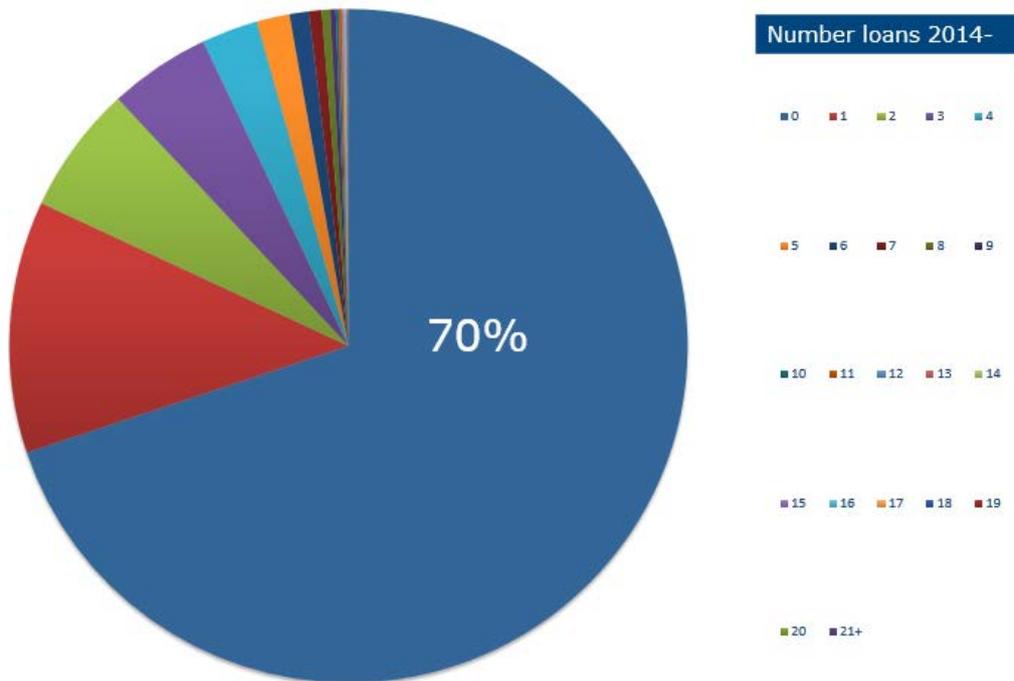
## Fine Arts



Number loans 2014-



## Music & Dance



### Facts:

- Significant parts of the loan collections have not circulated since 2014.
- Prime space are taken up by low or non-use material.
- Collection strategy is to maintain a steady state collection size.
- There is no room for growth as the shelves are full.

### Challenges:

- Current and high use material is lost amongst low or non-use material.
- Awareness of current and high use material is hindered by overcrowded shelves.

### Opportunities:

- Withdraw or relegate low or non-use material to Off Campus Storage (OCS).
- Consolidate the three CAI libraries into the General Library.
- Students and researchers have convenient access to a current and dynamic collection of the most recent and frequently used scholarly resources.
- Consolidation brings similar collections together supporting and facilitating interdisciplinary research, teaching and learning.

## 7. Drivers for change

The key drivers for change in considering the future of the CAI libraries are outlined in the LLS Vision & Strategy document and the Faculty of Creative Arts & Industries Plan.

### 7.1 Libraries and Learning Services Trends and Strategic Directions

The rapid acceleration of electronic scholarly resources in many disciplines has had a profound impact on the use of resources with access to information no longer restricted to a physical entity.

At the same time occupancy data for many LLS facilities shows use of our spaces has remained constant.

The University has invested significantly in collections to support learning, teaching and research, and especially in electronic resources over the past ten years. The University community has a high level of satisfaction with the scholarly collections managed and made available by LLS. Large electronic resources collections are available 24/7 wherever staff and students are, and large physical collections are housed across multiple libraries, in the Off Campus Store and in the CONZUL store (a collaborative initiative between all New Zealand university libraries). Following the global trend, physical item loans have declined overall, reducing by 43% in five years.

Despite this trend a significant amount of space, processes and staff time are allocated by LLS to the management of physical collections; on the City Campus this occurs in libraries in close proximity to one another. Many of these facilities have not undergone any redevelopment and refurbishment since they were built. These multiple points of physical presence and services results in a high cost service, duplication and variable environmental conditions for our physical resources. This is no longer the most effective and efficient use of staffing and space.

LLS has a key stewardship role in the University's Special Collections and Archives, both physical and digital collections. Physical collections are housed, managed and accessed in multiple locations and not always to the standards required. There is a growing emphasis on unique local collections internationally with universities viewing them as a key part of their cultural capital and a valuable asset in teaching, research and public engagement.

The UoA long-term Capital Plan includes funding for improvements to the General Library within the next five years. High-level planning is already underway to position the General Library as a wananga for learning and research across disciplines. It will be an inviting hub where students and researchers from every part of the University coalesce for the discovery and acquisition of academic knowledge, supported through access to print and electronic collections, spaces, and staff.

“The rich physicality of the in-person, on-premise experience is augmented and complemented by a suite of digital services. These digital services are deliberately linked to the built environment, and digital delivery of services is integrated with customer-service physical spaces” (Digital Strategy 2018-2020).

Collection management projects are currently underway to move from a large legacy print collection to a current and dynamic collection of the most recent and frequently used scholarly resources, optimised to the building's spatial constraints. This will also enable LLS to integrate materials from other libraries and to provide a more inter-disciplinary collection. There will also be spaces for exhibitions of special collections and archives, and student and researcher work.

The LLS Vision & Strategy articulates a future trajectory as a result of strategic drivers. A number of these are directly relevant to this review.

Strategic Direction	We will see less of...	We will see more of...
<b>Student Outcomes and Success</b>	One-off and stand-alone programmes to develop skills	<b>Development of student capabilities and employability in the curriculum, in line with the graduate profile</b>
	Generic, one size fits all approaches	<b>Targeted and tailored programmes</b>
<b>Researcher Outcomes and Success</b>	Embryonic and stand-alone services	<b>Scalability of services and expertise for all researchers, adding value to research outcomes and research impact</b>

	Services and expertise available to a few	Services and expertise integrated into the UoA research lifecycle
<b>Delivering Service Excellence</b>	Stand-alone LLS services	Integration with University wide approaches and collaboration with other services
	Mediated access to services and resources	Self-service and personalisation
	Boundaries / specific locations	Outreach into the physical and online environments
	Transactional services	Specialist services and expertise
	Inconsistent and variable services	Consistent quality of services
<b>Resources and Infrastructure: Scholarly Collections</b>	Just in case collection building	Just in time collection building
	Physical collections primarily on campus And in multiple locations	Physical collections available in consolidated locations and increasingly on demand
	Our time spent on physical collections	Our time spent on digital collections and discoverability
<b>Resources and Infrastructure: Libraries and Learning Spaces</b>	Many physical points of presence / variable quality	Fewer physical points of presence Higher quality on campus experience
<b>Resources and Infrastructure: Digital tools and infrastructure</b>	Standalone systems	Integration and interoperability of systems
<b>LLS Capabilities and How we work</b>	Lack of workforce plan and learning and development strategy	Changes in roles, structures and practices to support the strategic directions
	Fragmented organisation	Strategically aligned learning and development opportunities for staff Emphasis on learning agility, innovation, creativity and change An evidence base to support developments and decisions

## 7.2 Faculty of Creative Arts & Industries Strategic Directions

The CAI faculty Plan, 2017-2019 espouses continuing its mission to maintain excellence in teaching, research, creative practice and performance. Priority areas include enhancing the research environment, attracting international and postgraduate EFTS, reinvigorating creative pedagogies and exporting these to STEM disciplines, improve teaching and learning and organisational culture. A key objective will be to enhance relationships between CAI and other faculties of the university and maximise opportunities for staff to collaborate in interdisciplinary teaching and research.

## 7.3 Strategic Alignment

The strategic drivers for the proposed recommendations have been outlined above and relate to both Libraries and Learning Services trends and strategic directions, and the Faculty of Creative Arts & Industries Strategic priorities.

The alignment to the broader University strategy is summarised below.

### **University of Auckland Strategic Plan 2013-2020**

**Objective 7** *A high quality learning environment that maximises the opportunity for all our students to succeed and provides them with an inclusive, intellectually challenging and transformative educational experience*

**Objective 15** *An infrastructure of the highest quality possible to support our teaching, learning, research, and community engagement*

**Objective 18** *High quality governance and management practices consistent with the mission and values of the University of Auckland*