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On Monday 28th March 2011, over 300 Macquarie University staff and students participated in an event that began at the front doors of the current Library. A 1967 book by Peter Spyers-Duran titled Moving Library Materials was passed along a chain of human hands up to the new building where Maxine Brodie (University Librarian) and Vice-Chancellor Steven Schwartz gave speeches, and then loaded the book into the Automated Retrieval Collection which is located in the Automated Storage and Retrieval System.

After this symbolic celebration the first phase of the new Macquarie University Library was open to students. This provided 572 study spaces on Levels 3 and 4 with individual and group seating, wireless network access and printing from USB drives. This seating represents only 25% of the total seating that will be available when the new Library completely opens. When this occurs there will be areas configured for group and individual study as well as dedicated postgraduate and higher degree research study space.

On the 1st August 2011 we officially welcome staff and clients to the full services and spaces of the new Library.

So how did we get to this point………..

1. FACTS, FIGURES AND FEATURES
In 2007 award-winning architects Francis-Jones Morehen Thorp (fjmt) were appointed to design the new building. The total project cost of the new Library is $97 million.

The new Library has been designed to provide 21st century learning and research environment that facilitates interactions between people and knowledge and be a key campus facility. The new building will enrich campus life by providing a central Library combined with learning, research and social
spaces. These facilities are unmatched by any academic library in Australia and will complement the University’s collaborative approach to learning and research. Two key concepts given to the architects were light and connection and these have been translated to the new Library design.

The new Library is the first project in the revitalisation of the Academic Core at Macquarie and will underpin the University's aspiration to become a world class research facility and to maintain our culture of innovation and our commitment to sustainability. The building is located in the centre of the campus and is close to the rail station; bus stops and major roads.

The new building, based on new approaches to space design, will have seating capacity for 3,000; a 144 seat café; 135 dedicated Higher Degree and Research/visiting academic spaces with kitchen/breakout space; 165 dedicated Post Graduate spaces; 16 presentation practice spaces; 16 individual and 3 group “quiet rooms” for students with disabilities; 12 consultation spaces; a seminar room; 2 training rooms and 4 drop in training spaces.

Wireless access and power will be available throughout the building along with 200 fixed computers.

Located on Level 2 is a nine screen multi screen array which will be used to communicate with our clients and showcase the University’s teaching and research achievements and promote related events and exhibitions.

2. AUTOMATED STORAGE AND RETRIEVAL SYSTEM (ASRS)

The new Library is the first in Australia to install an Automated Storage and Retrieval System (ASRS) for Library use. The ASRS consists of an environmentally controlled vault with metal bins stored in industrial racking on either side of aisles, with each aisle served by a robotic crane. The ASRS has been constructed as a 1,000 square metre vault that will occupy four floors but uses one seventh of the space taken up by open access shelving.

This innovative technology allows for higher density storage resulting in a significantly smaller footprint and a more affordable project cost. 17,394 storage bins will hold up to 80% of the projected collection for the next forty years. The remaining 20% of the collection will be on the open shelves. Housing books in the ASRS has freed up valuable floor space that can be better used for providing services to our clients in our state of the art building.

The new building is expected to have a life of between forty and fifty years by which time we estimate that the physical collection will reach 2.3 million items, almost double the current collection.

From a PC in the library, to the comfort of home, once logged on to the Library’s catalogue a client can select an item located in the Automated Retrieval Collection in the ASRS and come into the Library at their convenience and pick up the requested item. By clicking a button on the catalogue screen, the item is retrieved from the bin, transferred to a pick station where a staff member retrieves the item from the bin and has it available for collection, all in a matter of minutes.

Clients have expressed concerns that browsing will be much more difficult in this new environment and Library staff have explored a variety of ways to augment the online descriptions of books and journals to maximize their visibility and use in both electronic and print formats. In consultation with academic staff we have mitigated this problem through the appropriate choice of the 500,000 items to be placed on the open shelves in the new Library.

We have also been investigating ways we can improve “findability” and “browseability” of items through the catalogue. This effort has been greatly boosted by the introduction of the new resource
discovery tool, Primo, that allows enhanced searching of the collection, and provides catalogue records for electronic resources allowing us to offer a “virtual bookshelf” for browsing.

3. **SUSTAINABILITY**

Greenstar is a rating system designed by the Green Building Council of Australia and is used to assess and certify buildings according to their environmental impact and the design and operational strategies that minimise the building's environmental impacts. Buildings are assessed in a range of areas such as power usage, water recycling, material selection and sustainable building practices.

The new Library design has included a number of initiatives that are supporting its 5 star Greenstar accreditation goals such as grey (recycled) water usage in bathrooms, sensor lighting, sensor air conditioning, sky lights, and the use of natural lighting via 2 central atriums. The furnishings and floorings have also been selected to meet the accreditation criteria.

4. **CONSULTATION**

To deliver quality services, consultation is the process that promotes the flow of information between our clients and the Library. We needed to discover our client’s opinions and collect their feedback about our resources and services in order to inform decision making and provide continuous improvement.

With this in mind a Client Consultation Toolkit was developed to provide Library staff with a framework to use when planning any consultative activity. This would be applied to our internal clients (Library staff) and our external clients (students, academics, general public etc). This toolkit is available via the Library’s staff intranet and has been used to help us plan, carry out and evaluate our consultations. The use of the toolkit results in better engagement with our communities, improvement in services for our clients and an enhanced image of the Library as a provider of quality services through listening and responding to our clients needs.

4.1. **Academic Consultation**

One of the many features of our new library is the innovative collection storage model that combines open access shelving with high density storage provided by the Automated Storage and Retrieval System (ASRS).

Over a 12 month period, 34 academic departments were consulted - either by meetings, presentations, correspondence or webpage feedback - to communicate and obtain feedback on the Collection Storage Principles.

In order to determine what items would go on the open shelves and what items would go in the ASRS, the Library undertook an extensive consultation process with the University’s academic staff. The purpose of the consultation was to explain the Collection Storage Principles, and show what happened when the principles were applied to the Library’s collection.

The principles outlined that the open shelves in the new Library would hold new acquisitions from the last 5 years, high demand titles (e.g. Reserve), titles that have circulated at least once in the last 5 years, and seminal works in a discipline. The ASRS would hold bound and non-current serials, and monographs (books) not circulated or acquired in the last 5 years.
Prior to the consultation on the principles commencing, a “discipline call number” table was prepared. This table attempted to map the various disciplines taught at Macquarie to the relevant call number ranges within the collection. Using these ranges as a guide, Liaison Librarians prepared collection profiles which provided an overview of the collection for that discipline. The profiles included data such as the number of items and titles and their proposed location in the new Library, the number of e-books relevant to the discipline, and the usage of relevant titles from the Reference collection. The profiles were used by the Liaison Librarians during the consultation process to give departments a broad idea of what was happening to the collection in each discipline. The profiles did not provide the location of each individual item. This information could be provided if requested by the academic staff, and they could request that an item be moved from the ASRS to the open shelves or vice versa.

4.2. Client Consultation

4.2.1. Engaging Students
The Library developed several innovative ways in which students have been able to be involved in the development of the new Library project.

The Library has kept students up to date with the new Library project through regular New Library Newsletters; regular updates on the New Library website and campus wide announcements as required.

We also encouraged students to participate in activities such as new furniture trials; focus groups and to follow us on Twitter. Feedback boxes were placed on Levels 3 and 4 of the new Library and staff have been encouraging students to provide their feedback on the newly opened space.

There are 16 quiet rooms in the new Library that have been set aside for use by students with a range of disabilities. These students have been extensively consulted through the University’s Disability Support Unit on how the rooms should be designed and operated.

4.2.2. Engaging Staff
The new Library 2010 project has been a unique opportunity for staff to participate in numerous projects around the development and move to the new Library. It has provided staff with an opportunity to develop new skills and gain new experiences in areas that they normally would not have had access to. To encourage staff participation, the Library 2010 project has formed part of our 2008/2009/2010 Performance Development & Review process.

Throughout the duration of the project, staff have been encouraged to engage in a number of working parties and task pairs to work on different aspects of the new Library. These have covered a variety of issues, including setting up new services based on the proposed new service model to equipment specifications for the new building.
5. SERVICE REVIEWS AND A NEW PARADIGM OF SERVICE PROVISION

Prior to moving to the new building, the Library identified the need to completely review existing services. The first step was to develop a new service model. We took the opportunity to reassess our approach to client services. After extensive consultations and research, it was proposed that the Library move from a client-focused approach to a client-centred approach.

A client-focused service approach provides client-facing services in relative isolation from each other, and required the clients to move around the functional areas to obtain the full range of services available. It is how “we” see what clients need.

However, in a client-centred approach, needs of clients are considered holistically and clusters of services relevant to various clients are grouped in ways that are highly accessible and make sense from clients’ perspectives.

With the client-centred approach to services in mind, a group of staff started to work with Library staff to outline potential services to help them understand how the model would work in real situations, and to explore how we could deliver Library services using this model.

During the process the group identified a number of enablers to facilitate service delivery. An example of this is to investigate the use of mobile devices and the adoption of mobile service zones to provide services.

It was identified that the Library should adopt a “one team” approach for the delivery of virtual and physical services, where staff with relevant expertise are brought together on the same shift to work in partnership. Service points can become more flexible, mobile and responsive to the demands of study cycles throughout the year, rather than locked down into fixed locations as with the current practice.

Some features of this new service model include:
- Shifts now overlap with each other to allow a handover period where knowledge can be shared from shift to shift (services are not affected while this occurs)
- Backup staff are rostered and are on hand if needed (close to the action as offices are located 2 floors away)
- Library staff from all departments can work as one team on the desk bringing a mixture of skill sets with them including IT, information literacy and access services
- Service zones rather than service desks

6. SERVICE PHILOSOPHY

With the service model outlined, a service philosophy was developed to compliment the delivery of the new service model. Key concepts of the new service philosophy include:
- A welcoming, client-centred environment
- A holistic approach to clients and their needs; services tailored & personalised
- Empowering clients through seamless self service
- Learning together – clients and library staff sharing a learning partnership
- Excellence in quality and innovation
The service philosophy will act as a filter for how we implement our services and continually review these services.

7. **COLLECTION PREPARATION**

The Collection Access Project has been responsible for producing plans to prepare the collections for the move to the new Library which include:

- Collection Storage Principles (what items go where: open access or the ASRS)
- Collection Access Plan (outlining the destination of items in the new building)
- Consultation and Communication Plans (consulting with academics about access to items in the new Library)
- Collection Cleaning Plan (for ensuring the collection is clean, particularly before items are stored in the ASRS)

The Barcoding Project was established to begin “marking” the collection based on the Collection Storage Principles. Part of this process was to help with the assessment of calculating how many bins of each size would be required for the ASRS.

To undertake the huge task of marking the estimated 1.4 million volumes in the collections, two Coordinators and 24 new staff were appointed.

These teams developed several unique approaches to how they would prepare the collection for the move to the new Library. A time and motion study was done to establish what was the most time effective way to label the 1.4 million items in the current building. The outcome was that paint was used on serial runs as it was a quicker and a more permanent way to “flash” the collection and coloured paper flashes with a protective shield have been used on all other items.

Grey flashed items are destined for the open shelves in the new building. Pink, purple, yellow and blue flashed items are destined for the ASRS and the colours indicate the 4 different bin heights which are 6, 10, 12 and 15 inches respectively.

This visual identification method has also assisted the removalist teams as the collection was removed from the current shelves and prepared for relocation to the new building. Removalist teams were given a specific area to work on and a specific colour to remove from the shelves. Trolleys of books were taken down to the Library loading dock where each item was passed through a specialised book cleaning machine before being transported up to the new Library where a team of Library and removalist staff scanned the barcode of the book into a specific location within the bin in the ASRS.

While books were being processed the location names were changed behind the scenes to represent whether the item would eventually be located either in the ASRS or on the open shelves in the new Library. Approximately 11,000 items were processed per week.

A weekly plan detailing which sections of the collection were being worked on was available in the Library foyer and on our website. A whiteboard was located on the entrance level to inform clients as to which sections were being worked on daily.

By June 2011 we had moved and processed over 775,000 Items from the current Library into the ASRS.
At the end of the first semester the Map; Curriculum; Reserve and the open shelf collections will begin their journey up to the new building.

8. TRANSITION

As this paper concludes, the mid-June exams are wrapping up and we are headed for the home stretch. The next twelve to eighteen months will see us in transitional mode as we work through settling in to our new building.

Ahead is the mammoth task of coordinating the final move out of the current Library and this has taken months of planning. We’re not just moving to a new building, we’re adjusting to a new space and layout; and introducing, assessing and evaluating new services that will be open for the start of 2\textsuperscript{nd} semester, on the 1\textsuperscript{st} August 2011.

Offices in the new Library are set up with furnishings and IT equipment is being prepared for installation. Departments are gradually packing up and relocating to their new space with the least amount of disruption to services.

Seating plans and department floor plans are being fine tuned to reflect work flow processes; service provision and to meet OH&S requirements.

While the time spent on planning and preparation for a new Library was enormous, it was essential as the Library understands that the move is not just about staff and the collection but the services and the way we provide them to our clients. As a result, detailed and careful planning processes were executed to meet the projected needs. Nonetheless, the Library will continue its evaluation during the transition period so that adjustments can be made in response to feedback with evidence support. The experience has been challenging yet rewarding and we look forward to applying what we have learnt to provide the best services for our clients.

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