

# Learning Centres in practice: the future for academic libraries?

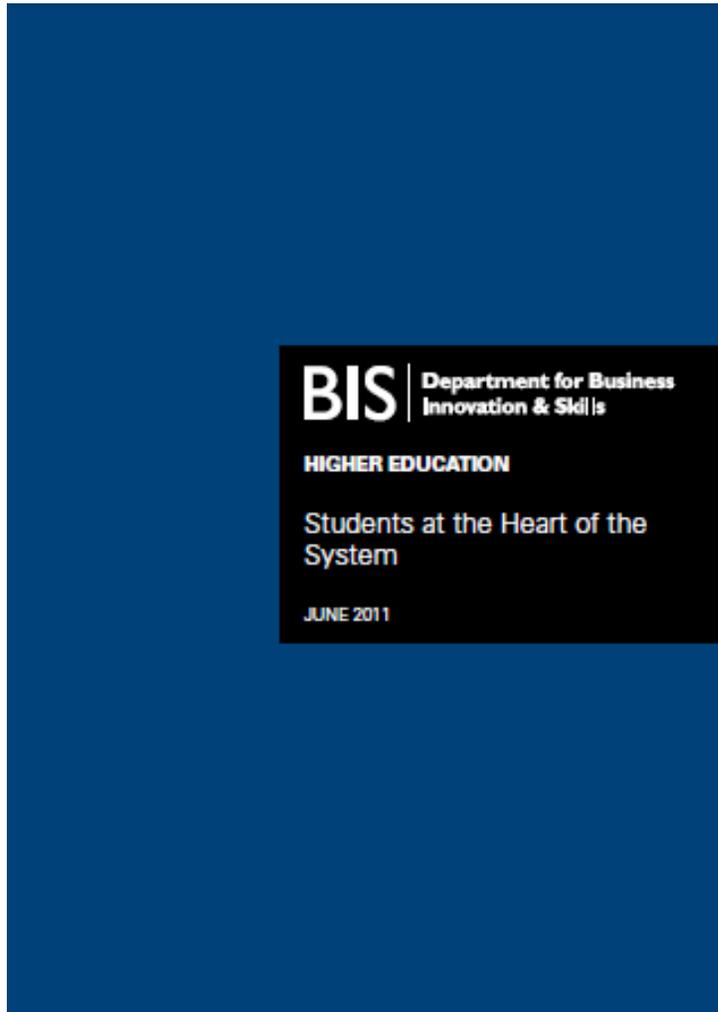
Graham Bulpitt

# Summary

- Setting the scene: the broader picture
- Learning Centre vision
- Integrating services
- The impact on staff
- The design of space
- Planning for the future

# The UK higher education landscape

# Higher Education White Paper 2011



- † New funding regime
- † Information for students
- † HE market opened to new providers
- † Student number control

# The higher education funding gap

**Funding**  
**- 18%**

**GAP**

**Costs**  
**+3%**

## Welcome to the National Student Survey 2011

January and February see the launch of the National Student Survey (NSS) 2011 at most Higher and Further education institutions across the UK. Entering its seventh year, the NSS is your opportunity to give your opinions on what you liked about your time at your institution/course as well as things that you felt could have been improved.

Student feedback is used to compile year on year comparative data that is:

1. published on [Unistats.com](http://Unistats.com) where prospective students and their advisors can use the results to help make informed choices of where and what to study
2. useful to your university, students' union or college to facilitate best practice and enhance the student learning experience.

You and your answers remain anonymous at all times and your contact details are only used for the purpose of the survey.

The survey is administered by [Ipsos MORI](http://Ipsos MORI), an independent market research agency.

Take Part...

Enter The Survey



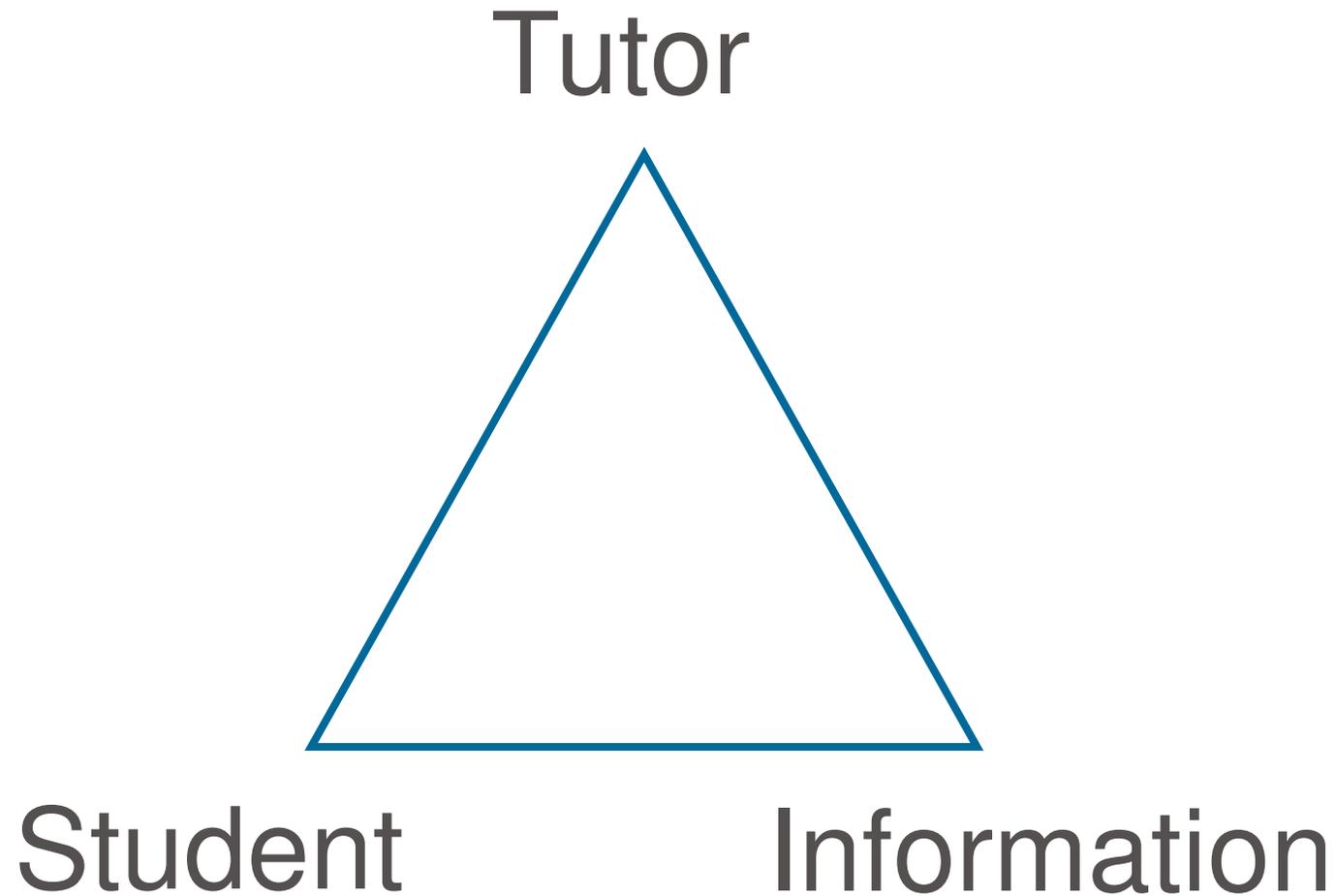
Ipsos MORI

HIGHER EDUCATION  
FUNDING COUNCIL  
FOR ENGLAND  
*hefce*

n u s  
national union of students

Ipsos

# A learning and teaching model

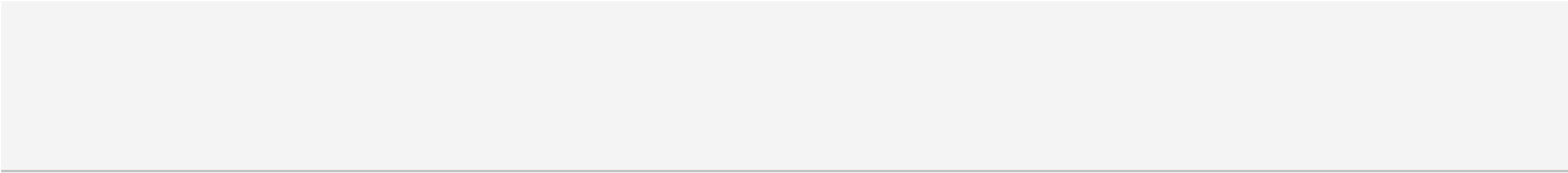


## The employers' view



*“Graduates now need those skills that employers value, such as team-working, problem-solving, customer service and a positive attitude.”*

Richard Wainwright, CBI,  
*The Times*, 4 Oct 2008.



# Kingston University London

*“Kingston remains one of the best deals in higher education. Its record on teaching quality puts it in the vanguard of the modern university sector...more apply to Kingston than to any other London-based university.”*

Sunday Times. Good University Guide 2007



# Kingston University: Profile

- 22,000 students
- 1,900 staff
- 5 Faculties and 23 Schools
- 4 campuses
- Annual budget: £200m



# Faculties

- ‡ Art, Design and Architecture
- ‡ Arts and Social Sciences
- ‡ Business and Law
- ‡ Science, Engineering and Computing
- ‡ Health and Social Care Sciences

# Kingston University: distinctive qualities

- focus on students
- wide range of programmes of study
- scholarship with focused research
- collaboration and partnerships
- distinctive culture
- size, location, quality

# Learning Centre vision

# Hospital libraries

*“Local librarians begin to plan the transformation of library spaces from the current collection focus to learning spaces...”*

The National Health Service library policy review. TFPL, 2004.

*“The heart of the university is no longer found in its lecture theatres and seminar rooms but in the learning resource centre...”*

Professor Sir Peter Scott, *The Guardian*, 29 September 1998



**The future of Library  
Services: a briefing and  
consultation paper**



**Kingston University**  
January 2004

# Aim

*“Information Services provision underpins all University activities...and the focus for the department’s work will be to ensure that the potential of information and ICT is fully exploited in the University’s learning, teaching, research and business operations.”*

[IS Departmental Plan 2008/09]

# Information Services: ambitions

- place department at centre of university's learning and teaching
- exceed student expectations
- provide a lead for collaborative working
- environment which encourages library staff to succeed
- establish professional reputation for department's work

# LRC user survey 2011

- 39% visit LRCs daily
- 53% visit weekly
- 42% have used overnight
- 90% believe LRCs provide a good service
- 94% own a laptop



# 10-year plan

- developed by Information Services and Finance
- links University Strategy > drivers > IS activities > resources
- informed by benchmarks
- continuously updated
- Agreed ratio for provision of staff

The image shows a tilted spreadsheet titled "Information Service Statistics, Ten year projections". The spreadsheet is organized into columns for "Combined Site Totals" and "University Staff". The rows are numbered 5 through 41. The data is presented in a table format with various metrics and their units.

| Information Service Statistics, Ten year projections |   |
|--|---|
| Combined Site Totals                                 |   |
| 5  | Summary   |
| Profile of activity                                  |   |
| Opening Hours  |   |
| 6  | Current Opening - Hours per week term time [all sites]      |
| 7  | Current Opening - Hours per week non term time [all sites]  |
| 8  | Total term time [all sites]                                 |
| 9  | Total non term time [all sites]                             |
| 10   |   |
| 11   | Extended Opening - Hours per week term time [all sites]     |
| 12   | Extended Opening - Hours per week non term time [all sites] |
| 13   | Total term time [all sites]                                 |
| 14   | Total non term time [all sites]                             |
| 15   |   |
| 16   |   |
| 17   | 24Hrs Operation - Hours per week term time [all sites]      |
| 18   | 24Hrs Operation - Hours per week non term time [all sites]  |
| 19   | Total term time [all sites]                                 |
| 20   | Total non term time [all sites]                             |
| 21   |   |
| 22   |   |
| 23   |   |
| 24   |   |
| 25   | LRC Area m2   |
| 26   | NUP Space requirement @ 0.7m2 per student FTE               |
| 27   | Number of Study places currently in LRC's                   |
| 28   | Follett Standard Study Places - 1 place per 6 students      |
| 29   | Number of open access workstations                          |
| 30   | Workstations required - 60% study places with computing a   |
| 31   |   |
| 32   | Number of study-place-hours per week - Term Time - Curre    |
| 33   | Number of study-place-hours per week - Term Time - Exte     |
| 34   |   |
| 35   | Number of workstation hours per week - Term Time - Cur      |
| 36   | Number of workstation hours per week - Term Time - Ex       |
| 37   |   |
| 38   | Number of Staffed points                                    |
| 39   |   |
| 40   | Number of Staff PC's (Including Laptops)                    |
| 41   |   |

# Self-service



# Integrating services

- All front-line staff trained to support computing as well as information enquiries
- Preceded convergence of two departments
- Confidence an issue, not competence



Careers Services  
Dyslexia support  
MathsAid  
KU Students Union  
Student funding  
Academic skills support  
Accommodation  
Study Abroad



- First-line support integrated
- Remote: telephone, email and Web
- Face-to-face in LRCs
- Escalation to second and third-line as required
- Provided more variety and job satisfaction for staff



# Staff skills and expertise

- Systems developer
- Metadata analyst
- Project manager
- Librarian
- Teacher
- Business analyst
- Intellectual property rights adviser
- Graphic designer
- Administrator
- Multimedia developer
- Archivist
- Web designer
- Systems engineer
- Accountant
- Photographer
- Web designer
- Records manager
- Human Resources adviser

- LRCs provide first-line support for Student Services provision
- On-demand student documentation
- Self-help kiosks and leaflets
- Referral to specialist support

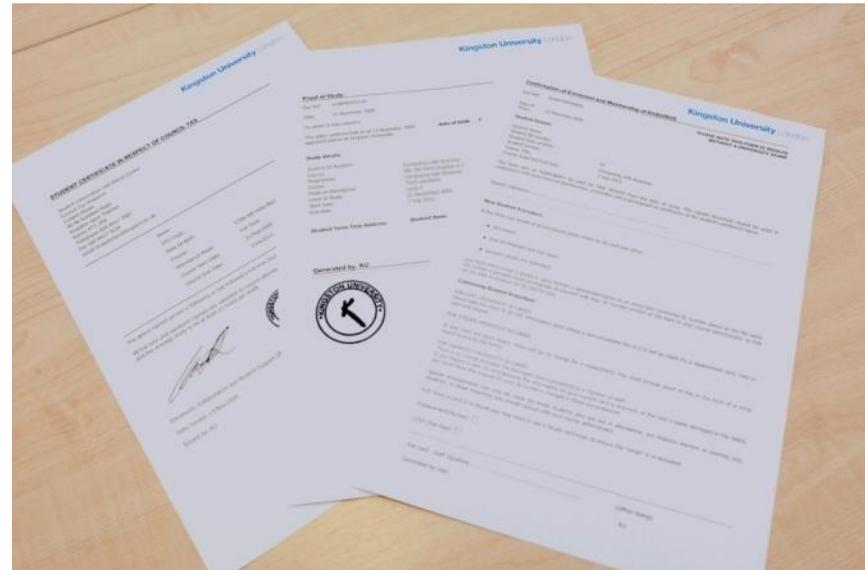


# Practical help for students

## *Identity cards*



## *Documentation*



*“..student support which is offered at the point and place of need rather than at a fixed Helpdesk...staff are out and about proactively seeking queries and supporting students.”*

3000 enquiries each week



# Questions, Questions, Questions....

- Can I have a new ID card?
- I'm a Sconul Access member – can I borrow books?
- Are my reservations in yet?
- Why can't I log into my account?
- Can I buy the study pack for my Maths module?
- What do I do? I have been invoiced for three books?
- How do I use the catalogue?
- How do I print my work?
- Can I have a council tax exemption letter?

# Questions, Questions, Questions....

- ‡ Can I have the microphone for the main hall?
- ‡ How do I book a group study room?
- ‡ Have you found my USB?
- ‡ Can I book a data projector/camcorder/still camera/PA and microphone?
- ‡ How can I find a dissertation?
- ‡ Can I borrow a stapler/pen/scissors/ruler?
- ‡ Can you help me with scanning?
- ‡ I can't find this book on the shelf, can you help?
- ‡ Where do I hand in my assignment?
- ‡ Can you help me find this journal article?

# Questions, Questions, Questions....

- I can't access this online journal from home, can you help?
- I can't connect to the internet in my halls of residence, can you help?
- I can't access my email/blackboard, can you help?
- I've changed my address, can you show me how to change my details?
- Why am I suspended?
- What time are you open until today?
- When does 24 hour opening start/finish?

# Questions, Questions, Questions....

- How can I borrow books from other libraries?
- Can I borrow books from the British Library?
- I returned this book but it's still showing on my account?
- Can you tell me my library PIN?
- Can you show me how to use the self-issue machine?
- Is there somebody I can speak to about careers/funding/dyslexia?
- Can I borrow SPSS?
- Can I get a discount for Windows 7?

# The impact on staff

## Extended roles for LRC staff

*“Since Learning Resource Centres are open for extended periods, library staff are often the first port of call for students who require help. This demand for help often goes beyond traditional library enquiries and it may be appropriate for staff to extend their learning support skills.”*

Kingston University. The future of Library Services, 2004.



# Staff responsibilities

|                            |  |
|----------------------------|--|
| Senior Information Advisor | Lead area of work or project, using specialist skills or knowledge<br>Deal with enquiries requiring specialist knowledge |
| Information Advisor        | Day-to-day management of activity<br>Work independently to support users, referring if necessary                         |
| Information Assistant      | Contribute to LRC operational tasks<br>Deal with first-line enquiries  |

# Career structure for information staff

- includes broader range of responsibilities
- embraces variety of skills and experience
- encourages career progression
- aligns with other staff groups in University
- underpinned by new staff development framework



# Integrated support roles

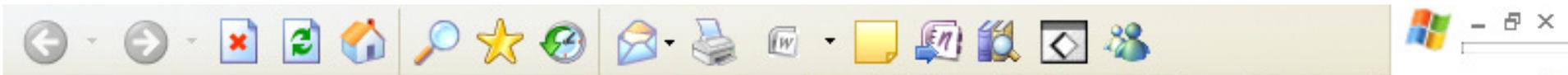
## *For front-line staff:*

- improved job satisfaction
- excellent student reaction
- extended individuals' skills

## *Supported by:*

- training programme
- campus supervisors and extensive backup
- help-desk systems





Dashboard  
**Home**

- [Section Site](#)
- [Documents](#)
- [Pictures](#)
- [Lists](#)
- [Discussions](#)
- [Surveys](#)
- [Dashboard Feedback](#)

**Dashboard**

|  |   |  |  |
|--|---|--|--|
| <b>ICT Support in the LRCs</b><br>How to guide                 | <b>ICT Tools</b><br>Change passwords / Touchpaper / SITS / GPAS | <b>Bookings</b><br>Seminar and equipment bookings                | <b>Membership</b><br>Access - SCONUL, ATRC                               |
| <b>My Touchpaper</b><br>Your support calls                     | <b>Passwords, codes and keys</b><br>For staff only              | <b>Helpdesk Support</b><br>Customer Services Information         | <b>Machines</b><br>Photocopiers, GPAS, microfiche, printers etc.         |
| <b>Notices and Signs</b><br>Templates, out of order signs etc. | <b>Buildings</b><br>Maps, FM desk log.                          | <b>Finding Information</b><br>Subject, referencing, publications | <b>Student Behaviour</b><br>Rules, code of conduct, guidelines for staff |

**Referrals**

|                                      |                                     |                            |                         |  |
|--------------------------------------|-------------------------------------|----------------------------|-------------------------|--|
| LRCs telephone list<br>Find your DDI | Library contacts/Subject librarians | Integrated student support | Helpdesk training notes | Student offices/Student support officers |
| How to get a                         |                                     |                            |                         |  |



# Kingston University London

## Online Student Information System



Logged in to OSIS as: 31323

[Logout](#)

| [OSIS \(Staff\)](#)

### Basic Admissions Information

▶ [View MCR Information](#)

### Information Points

[Information Point Letters](#)

### Student Profile

Use the facility below to view a summary of student details. Enter the student's ID number and click 'View Student Profile'

#### Enter Student Code

Student Code

List

Clear

View Student Profile

### Timetables

▶ [View a Student's Timetable](#)

▶ [View a Room Timetable](#)

▶ [View a Tutor's Timetable](#)

▶ [View a module timetable](#)

▶ [View an event timetable](#)



Local intranet

Support Staff

- New Incident
- New Change
- New Messageboard Item
- Knowledge Search
- New Support Article
- Support Articles
- Find an Incident
- Find Incident for User
- Find Change Request
- Find Asset
- List Users by Room
- List Proxies
- Support Staff Directory
- Support Teams
- My Workload
- My Team's Workload
- Other Teams' Workload
- Calls Last Updated by Me
- Helpdesk Portal

Support Staff

Welcome to Console KU07451

My Team's Changes & Incidents

| Ref      | Category:                       | Assigned:        | Call Details:  |
|----------|---------------------------------|------------------|--|
| I:262892 | Shibboleth                      | Grove, Matthew J | I am currently having problems opening journals in science direct once im logged into their site via the kingston log in procedure. I have contacted sciencedirect who believe it may be problem this side concerning proxy or VPN factors. As im a part time student who lives 2 hours away by car you can understand how |
| I:263074 | Misc                            | Grove, Matthew J | Hello, I created a Refworks bibliograph  |
| I:263135 | Subject                         | Grove, Matthew J | Top of Form<br>Your KU Username:...  |
| I:263506 | Shibboleth                      | Grove, Matthew J | Hello, ...   |
| I:263679 | Shibboleth                      | Grove, Matthew J | Dear Sir/Madam, ...  |
| I:263730 | Shibboleth                      | Grove, Matthew J | Hi, ...  |
| I:264446 | RFID Self Service (Intelligent) | Grove, Matthew J | Returns bin of Small self service fix the problem. Receipt printer   |

Preview

**Customer Username:** K0837557

**Customer Name:** Williams, Mathew

**Job Title:** Biomedical Science

**Phone:** STUDENT

**Email:** k0837557@kingston.ac.uk

**Room:** Penrhyn Road

**Department/Faculty:** School Of Life Sciences, Faculty Of Science

**Call Details:** I am currently having problems opening journals in science direct once im logged into their site via the kingston log in procedure. I have contacted sciencedirect who believe it may be problem this side concerning proxy or VPN factors. As im a part time student who lives 2 hours away by car you can understand how

Other Information:

Incidents & Changes by Team Member

Grove, Matthew J

KU - Change Requests

| Id  | Summary  |
|-----|--|
| 762 | SITS Change Request                                  |
| 761 | Microsoft Windows Patches                            |
| 760 | Style changes to Blackboard related to FADA branding |
| 759 | PSE Change/Work Request                              |
| 758 | SITS Change Request                                  |
| 757 | Apply patch to blackboard xythos                     |

KU-Message Board

| Message Title | Message |
|---------------|---------|
|               |         |



## Customer Services Information Home

- Documents**
- Pictures**
- Lists**
- Money
  - Opening and closing
  - Environment
  - Borrower records
  - Visitors
  - Item circulation
  - Items collected from the Counter
  - Other services for students
  - Services for staff
  - Talis finance
  - Support for students with disabilities
  - Special Collections
  - Room and equipment bookings
  - Membership

### Borrower records

- Can students borrow without their ID card?
- How do I issue to a borrower with no Alto record?
- What do I do if a borrower has forgotten their PIN?
- How do I create a Talis (bridging) record for a new member of staff?
- How do I create a Talis (bridging) record for a new student?
- Why are students suspended?
- What do I do if I am notified that a student has died?
- How do Healthcare Faculty CPD students get network passwords and borrower cards?
- How do I deal with Clearance students?

[Add new link](#)

### Opening and closing

- What do I need to know for opening up?
- What do I need to know for closing up?

[Add new link](#)

### Membership

- How can I find information about SCONUL Access and other membership schemes?
- What are SWan students and what resources can they

### Quick links

- Forms
- Supervisor
- CS contacts
- ICT Support in the LRCs
- How to edit this site
- NC Reception links

[Add new link](#)



### Updates & reminders

**Student** 13/11/2009 09:56  
**comments on the Uni bus service!** NEW  
by  
Osman, Sara J  
We can print forms for students who want to comment on the Uni bus service. Details are [here](#).

[Add new announcement](#)



# ICT Support in LRCs Home

Modify My Page ▾

- Documents**  
Support\_Materials\_2009-10
- Pictures**
- Lists**  
StudySpace  
e-mail  
Faculty Helpdesks  
Logging calls on TouchPaper  
Network Failure  
Printing  
Saving work, scanning work,  
Student Halls  
Other services for students  
Wireless  
OSIS and Enrolment  
Passwords  
CPT Support  
Materials  
Faculty Specialist machines in LRCs

## Passwords ▾

- Why can't I login?
- Continuing students and memorable information

▣ Add new link

## StudySpace (BlackBoard) ▾

- How do I access StudySpace?
- How do Nursing CPD Students access StudySpace?
- How can I find my missing modules on StudySpace?
- How do I submit my work on StudySpace?

▣ Add new link

## e-mail ▾

- I cannot access my e-mail.

▣ Add new link

## Logging calls on ITBM ▾

- Can you escalate this call?
- What is happening with my call?

▣ Add new link

## Printing ▾

## Quick Links ▾

- Dashboard
- ICT Tools
- Support site on [www.kingston.ac.uk](http://www.kingston.ac.uk)

▣ Add new link





# Information Point Home

- Quick Launch**
- Documents
  - Pictures
  - Lists
    - Contacts
    - ID cards
    - Enrolment - new and returning students
    - Timetables
    - Funding
    - Disability & dyslexia support
    - Careers & employability
    - Childcare facilities
    - Complaints procedure
    - Disciplinary procedure
    - Sport & recreation
    - Health & counselling
    - Accommodation
    - Chaplaincy and

## International Students Advisory Centre

- Where can an international student get support?
- How do international students extend their visa?

Add new link

## How to guides for staff

- How to produce an ID card
- How to change the ribbon on an ID card printer
- How to map the x drive
- How to print letters from eVision
- How to remove headers and footers from eVision letters
- Why won't a letter print?

Add new link

## Enrolment - new and returning students

- How do I enrol?
- Why can't I log in?
- When do I enrol?
- What should I bring to enrolment?
- Why can't a student re-enrol?
- Enrolment schedule 2009
- Where can I find information about faculty induction?



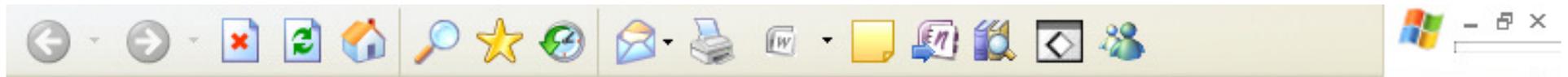
## Links

- Contacts
- Forms
- Student letters

Add new link

## Recent updates

**Student society room bookings** 02/11/2009 09:14  
by Mahon, Graham



# Helpdesk blog

\*This blog is for all Helpdesk staff to post FAQs and information you want to share.

## November 2009

| Mon      | Tue       | Wed       | Thu | Fri      | Sat | Sun |
|----------|-----------|-----------|-----|----------|-----|-----|
|          |           |           |     |          |     | 1   |
| 2        | <u>3</u>  | 4         | 5   | <u>6</u> | 7   | 8   |
| <u>9</u> | <u>10</u> | <u>11</u> | 12  | 13       | 14  | 15  |
| 16       | 17        | 18        | 19  | 20       | 21  | 22  |
| 23       | 24        | 25        | 26  | 27       | 28  | 29  |
| 30       |           |           |     |          |     |     |

## Help Pages

[Dashboard is unavailable. What shall I do?](#)

[Never registered for a TypePad account?](#)

[QuickPost bookmarklet](#)

[How to comment on someone else's blog post](#)

13 November 2009

## Engineering coursework: measuring the LRC at Penrhyn Road

Students doing this coursework have been advised to look at *Advanced Measurement* by Ivor Seeley. Our only in stock copy is not available.

I have just ordered this book from Amazon, as well as a copyright cleared version of the relevant chapter (on finishings); however, these will take time to arrive.

Please direct students to the following alternative titles, recommended by Grant Gover, their lecturer:

Seeley, Ivor H. *Building quantities explained* 692.5 SEE (PR and KP).

Packer, A.D. *Building Measurement* 690.0287/PAC (KP only - one ref copy; others are on loan).

Willis, J and Trench, A. *Willis's elements of quantity surveying* 9th ed 692.5 WIL (KP only).

Rece

[Marc data](#)

[Katri Grac](#)

[Katri](#)

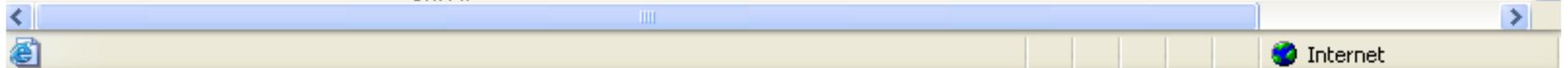
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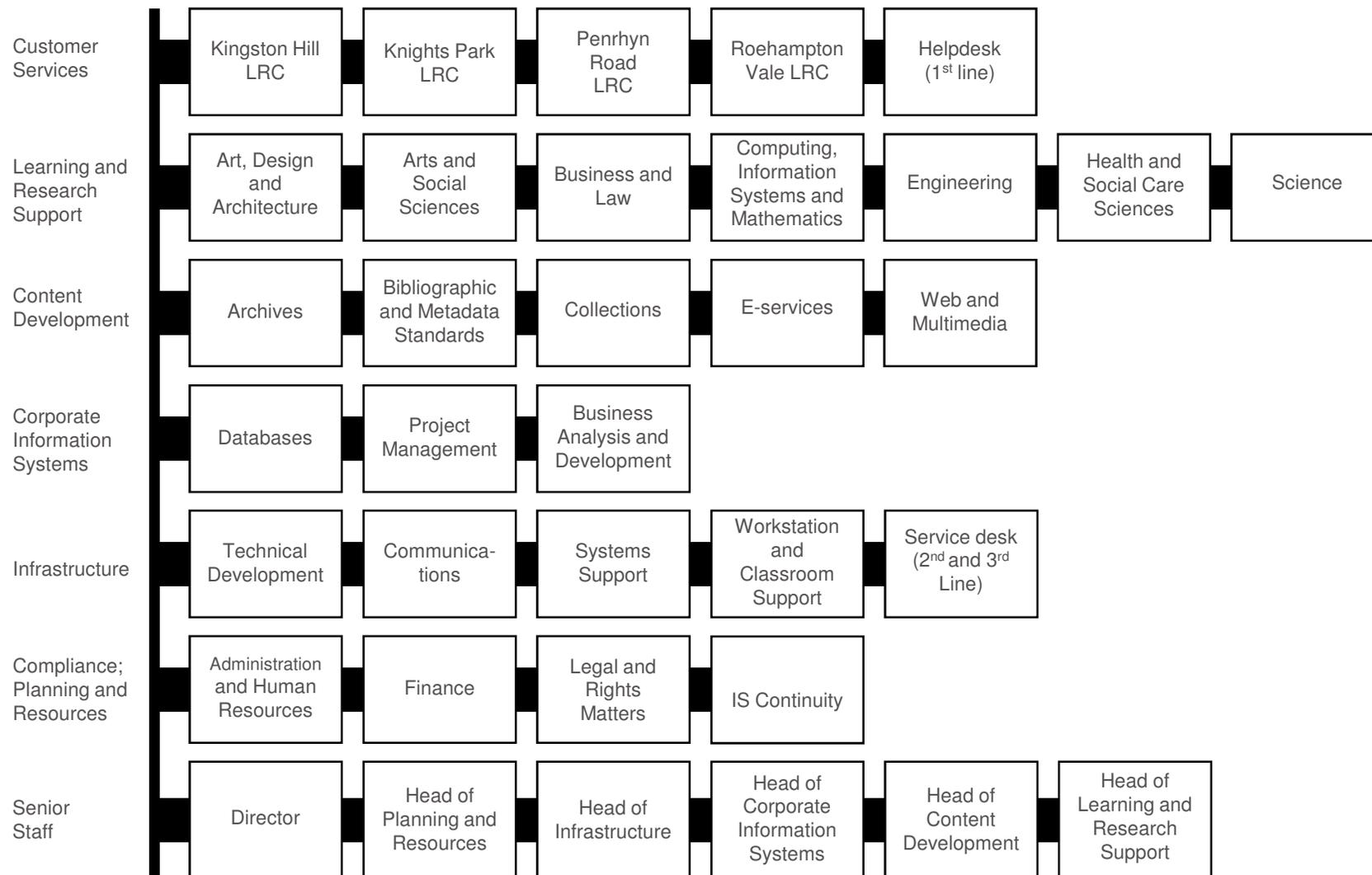
[Matt with](#)

[Matt with](#)

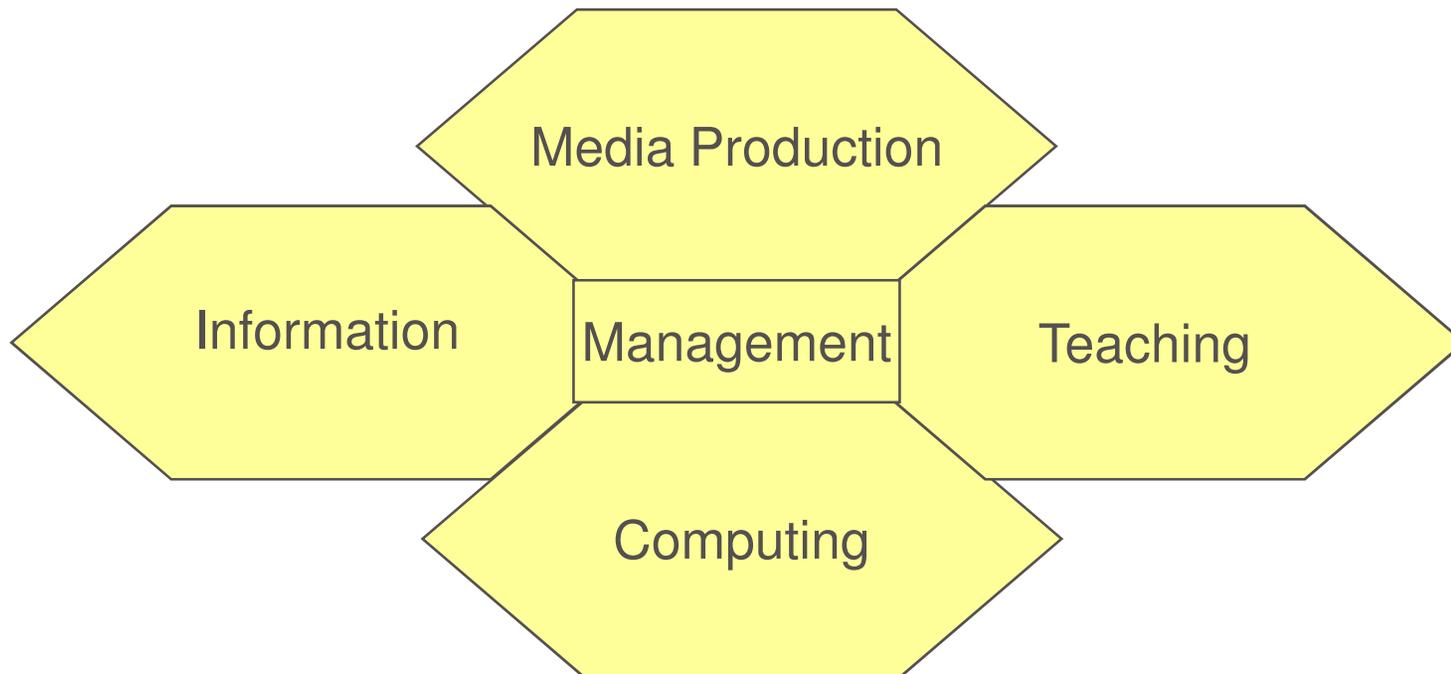
[Matt char](#)



# Information Services Team Structure



# Staff development framework



# Challenges

- ▶ match problem with appropriate help
- ▶ quality
- ▶ efficient and effective support models
- ▶ professional identity of front-line staff
- ▶ professional boundaries of services and managers
- ▶ career routes



# The design of space

# The design of library space

- ▶ Capture institutional spirit; reflect broader strategy



Augustine House,  
Canterbury Christ Church University

# The design of library space

- ▶ Capture institutional spirit; reflect broader strategy
- ▶ **Anticipate requirements of new generations of students**



Central Library, Imperial College

# The design of library space

- ▶ Capture institutional spirit; reflect broader strategy
- ▶ Anticipate requirements of new generations of students
- ▶ **Potential to integrate all student support**



The Forum, Exeter University

# The design of library space



Bedford Library, Royal Holloway,  
University of London

- ▶ Capture institutional spirit; reflect broader strategy
- ▶ Anticipate requirements of new generations of students
- ▶ Potential to integrate all student support
- ▶ **Plan as part of network of campus learning spaces**

# The design of library space



Dame Elizabeth Esteve-Coll Centre,  
Kingston University

- ▶ Capture institutional spirit; reflect broader strategy
- ▶ Anticipate requirements of new generations of students
- ▶ Potential to integrate all student support
- ▶ Plan as part of network of campus learning spaces
- ▶ **Protect distinctive ethos of libraries**

# The design of library space



Kings Place Library,  
University for the Arts

- ▶ Capture institutional spirit; reflect broader strategy
- ▶ Anticipate requirements of new generations of students
- ▶ Potential to integrate all student support
- ▶ Plan as part of network of campus learning spaces
- ▶ Protect distinctive ethos of libraries
- ▶ **Showcase the best of the old and the new**

# The design of library space



Kings Place Library,  
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- ▶ Capture institutional spirit; reflect broader strategy
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- ▶ Potential to integrate all student support
- ▶ Plan as part of network of campus learning spaces
- ▶ Protect distinctive ethos of libraries
- ▶ Showcase the best of the old and the new

# Planning for the future

# Integration with learning and teaching

- Liaison roles
- Academic skills development
- Staff workshops
- Educational innovation projects
- Learning spaces as testbeds for new ideas
- Research and evaluation studies



# Super-convergence: Services, LFHE case studies

|                             | A | B | C | D | E |
|-----------------------------|---|---|---|---|---|
| Library services            | x | x | x | x | x |
| IT user support             | x | x |   | x | x |
| IT services                 |   |   |   |   | x |
| Audio-visual and multimedia |   |   |   |   | x |
| Student services            | x | x | x |   | x |
| Enrolment and induction     | x | x |   |   | p |

# Super-convergence: Services, LFHE case studies

|                         | A | B | C | D | E |
|-------------------------|---|---|---|---|---|
| Academic skills tuition | p | x | p | p | x |
| Course administration   |   | x |   |   | p |
| Academic Registry       | x |   |   | x | x |
| Educational development |   |   |   |   | x |
| Staff development       |   | p |   |   | x |
|                         |   |   |   |   |   |

# Further integration

- course administration
- hosting of services from more departments, SU
- helpdesk for remote students
- integration of service points
- framework for all student-facing support



# Reflections: success factors

- collaborative, multi-professional teams
- academics receptive to others
- educational role of academic services staff
- supportive institutional frameworks
- share good practice
- multiple approach to institutional developments

[g.bulpitt@live.co.uk](mailto:g.bulpitt@live.co.uk)