

**UNIVERSITY OF CALIFORNIA, SAN FRANCISCO  
ADVISORY COMMITTEE ON LIBRARY SPACE PLANNING**

**Report and Recommendations on Utilization of Kalmanovitz Library Space  
July 2005**

The Library represents the past, present and future. It serves as the institutional memory by preserving and providing access to scholarship of the past. At the same time it merges information technologies with the latest health sciences literature and databases in a user-focused, service-rich environment to support today's learning, teaching, research, and patient care. The Library seeks to be a leader in testing and adopting emerging knowledge management and learning technologies that meet the needs of the UCSF community. As such, structural building changes could dramatically improve the Library's ability to better support the quiet revolution during the past ten years that has dramatically shifted the campus' educational activities from print to electronic sources. Today, the beautiful UCSF Library is a place that serves multiple functions and multiple user communities, both within UCSF and outside. Plans for building alterations must consider the impact that these changes will have on the multiple roles that the Library serves and should as much as possible preserve or create opportunities to restructure the space to serve future roles.

The report is organized into a set of sections that provide descriptive information about the building, a discussion of the space review process, a review of library use data, presentation of principles developed by the Advisory Committee, discussion of meetings with the building architect and library consultants, additional considerations, and recommendations.

**DESCRIPTION OF THE KALMANOVITZ LIBRARY**

The new UCSF Library, designed as a library for the 21<sup>st</sup> Century, opened fifteen years ago in August 1990. In its original design, 60% of the 88,000 assignable square feet was allocated to library collections, 26% was allocated to user functions, 13% was for library staff and 1% was for non-library programs. The ultimate goal of building alterations should be to significantly shift the percentage of space from collections to user functions.

The key functions of the building by floor are:

1<sup>st</sup> Floor – staff offices, compact shelving, computer network/server room, School of Medicine Laboratory for Radiological Informatics

2<sup>nd</sup> Floor – current journal stacks, study carrels, tables, Interactive Learning Center (63 seat computer lab), Center for Instructional Technology, computer classroom (20 seat), copy center and cashier, staff offices

3<sup>rd</sup> Floor – building entrance, circulation desk, information and reference desk, current unbound journals, reference books/abstracts, reserve collection, GALEN workstations, group study rooms (9), School of Medicine Center for Tobacco Control Education and Research, study tables and carrels, exhibit cases

4<sup>th</sup> Floor – group study rooms (6), faculty carrels (12), browsing room, study tables, study carrels

5<sup>th</sup> Floor – Lange Reading Room, East Asian Room, Special Collections office, rare book collection and archives, history of health sciences books/journals/indexes, School of Medicine Office of Educational Technology.

In 2005, three non-library programs (listed above) occupy 6,838 square feet of the space originally assigned to library collections and services. These programs are: 1) Laboratory for Radiological Informatics - 1st floor, 2) the Center for Tobacco Control and Education - 3rd floor, 3) School of Medicine Office of Educational Technology - 5th floor.

## **PROCESS FOR REVIEW OF LIBRARY SPACE UTILIZATION**

In 2002 the Academic Senate requested an annual review of space from its Library Committee. The purpose was two-fold – to assess changes to UCSF academic programs that would benefit from changes in library physical space and/or new library collection resources, and to review the use of space by non-library building tenants. Changes to the allocation of space are reviewed and approved by the Academic Senate Library Committee and its recommendations is forwarded to the Executive Vice Chancellor.

In 2005, as part of the UCSF long range space planning, Executive Vice Chancellor Gene Washington established the Advisory Committee on Library Space Planning to:

- suggest specific methodologies to gather data about space utilization within the building, including space occupied by other building tenants
- discuss current and future trends in education and their impact on space for library services and programs
- meet with consultants to understand repurposing library space in peer institutions
- recommend how space might be generally re-organized and re-distributed to use space more effectively.

The committee consists of representatives from each school, the Academic Senate library committee, academic information technology, students, and library staff.

The Advisory Committee was asked to submit its recommendations to EVC Eugene Washington for distribution to the Parnassus Planning Group and the Academic Senate Library Committee. Additionally, the campus hired three outside consultants from peer institutions who recently renovated academic health sciences libraries. The consultants met with a number of groups and discussed their own projects as background for UCSF committees' deliberations.

## **PRINCIPLES FOR LIBRARY SPACE PLANNING**

To establish a framework for its discussion, the Advisory Committee on Library Space Planning developed a set of principles. The principles were developed by the Advisory Committee following a review of the *Vision for Kalmanovitz Library Space Design* – May 2005. The Vision was developed by the University Librarian in collaboration with the Academic Senate Library Committee.

### **Guiding Principle:**

The Library serves an important role as the symbolic center for knowledge and learning at UCSF.

*“The Library is the only centralized location where new and emerging information technologies can be combined with traditional knowledge resources in a user-focused, service-rich environment that supports today’s social and educational patterns of learning, teaching, and research.”* (The Library as Place: Rethinking Roles, Rethinking Space. Council on Library and Information Resources, Feb. 2005, p. 3)

### **Space Planning Principles:**

#### **1. Improve library services and upgrade library space for the benefit of faculty and student users.**

- Designate some space(s) within the building as retreats for quiet study and provide the necessary physical conditions to create such settings. Also, consider the need for attractive, secluded study areas such as those adjacent to windows.
- Give priority to needs of the UCSF community in making design changes.
- Configure space(s) within the building for specific needs of UCSF students such as individual and group study areas, informal open work areas, computer learning, quiet study areas, etc. Maximize the flexibility of this space to accommodate various functions, group sizes, etc.
- Integrate and consolidate customer service points and provide library users with more one-stop access to information and technical support. Make staff more visible to library users.
- Consider how to effectively integrate UCSF-affiliated libraries at SFGH, Mt. Zion, Veterans Administration, and UCSF Fresno.

#### **2. Promote and strengthen the development of the electronic/digital library.**

- Preserve seating areas over stack areas when reallocating space.
- Continue to expand the capabilities of the digital library by building partnerships that further the expansion and promote the interplay between use of the print collection and the electronic/digital library.
- Develop the digital library in the context of the University of California library system in a way that takes advantage of the systemwide consortium while also developing collections and services that meet the unique needs of our campus.
- On all floors of the library, expand and enhance the wired and wireless network infrastructure (speed, bandwidth) to advance high speed connectivity and to support new and future functions.
- Retain the server room on the 1<sup>st</sup> floor at its present location.

#### **3. Preserve elements of the print collection that support the work of faculty and students on campus and that represent projects and resources unique to UCSF.**

- Preserve facilities for archives and special collections (rare books).
- Preserve core and circulated book collections on campus.
- Preserve the compact shelving located on the 1<sup>st</sup> floor that allows high density storage in open stacks.

**4. Provide settings in the library for communication and interaction among students, faculty and researchers, and reconfigure space to support collaborative and interactive learning.**

- Provide new spaces for formal instruction, group study, and/or informal interaction and discussion. Such meeting spaces should benefit from access to resources of the electronic/digital library.
- Provide new “touch-down” work areas for faculty from other campus sites who come to the Parnassus campus need to prepare to teach a class, deliver a lecture, or participate in meetings.
- Preserve the Lange Reading Room as a multipurpose room for social functions.
- Provide informal work areas or “interaction zones” where users have access to computer-based information and high-tech computing/visualization tools.
- Offer videoconferencing capability within some rooms or areas of the library.
- Consider ways to provide beverages and/or food within the library building.

**5. Enhance settings for services that support the academic curricula and other instruction on campus**

- Reconfigure spaces used by the Center for Instructional Technology (CIT) and the Interactive Learning Center (ILC) so that these rooms can support new patterns of learning as well as changes in academic curriculum and the needs of students.
- Adjust the capacity of the CIT space to enable expanded services to support the on-line instruction needs of administrative and clinical groups.
- Configure flexible spaces that can accommodate “on the fly” creation of large computer classrooms and computer-based testing facilities.

**LIBRARY DATA/SURVEYS**

Library staff collected data about space utilization, reviewed the current distribution of space by function, compared UCSF Library to peer institutions, conducted a student survey and analyzed other campus surveys that commented on library programs and space.

The review of comparative data shows a universal dramatic trend toward digital materials. Of note is that the 560,000 yearly entrances to the UCSF Library is the highest among peer institutions. This figure has been steady for the past five years. The data for print volumes owned, serial subscriptions, and circulation trends over the past ten years has converged, so that there has been comparability among peer institutions. In analyzing the digital collection, the number of articles viewed continues to increase. Of the more than 14,000 journals available electronically, 4,000 journals are directly related to the work at UCSF.

An important aspect of the review process was a survey of the needs of the campus community. A student survey that was conducted in May 2005 received a 24 % response rate (674 surveys). Data from the student survey indicate that:

- Students rely upon the library for access to information resources and technology.

- Students place high value on the library as a study space followed by reading and research.
- Students strongly prefer that food be allowed in some or all of the Library
- The Schools of Nursing and Graduate students place a high value on access to books and journals in the stacks.
- Professional school students place high value on reserve readings and the Interactive Learning Centers (student computing labs).
- Quiet study is most important to School of Pharmacy students.
- Students value a variety of seating spaces with small tables and chairs near the windows ranking highest.
- On average students spend 1-5 hours/week in the library. Over 50% of the Pharmacy students spend six or more hours per week in the library.

**a. 2005 Parnassus Campus Design Survey**

UCSF Campus Planning conducted a survey of campus design guidelines in February/ March 2005. Respondents were asked to comment about features they liked and those that needed improvement. Regarding favorite places the analysis comments that ‘the Kalmanovitz Library won hands down’. Respondents commented that they preferred the library’s peace, quiet, great views, comfortable seating, nice furnishings and spaciousness. “Many mentioned that it is beautiful inside and out and the most attractive building on campus.”

**b. ASSM Priorities for Campus Improvements**

The Associated Students of the School of Medicine prepared a report in March 2005 that suggested changes to spaces used by students. Suggested improvements to library space include comprehensive wireless access, better lighting especially in study areas, longer hours, reduced machine noise on the 3<sup>rd</sup> floor and improved temperature regulation.

**c. Faculty Survey**

This report does not include a survey of faculty needs for the library. We plan to gather faculty advice through comments to this report and a survey that library staff has scheduled for early fall.

**CONSULTATION WITH BUILDING ARCHITECTS**

The Advisory Committee met with Ed Rubin, architect for the UCSF Library Building, to evaluate opportunities for changes to the building. Mr. Rubin suggested that the renovation of an entire floor offered advantages over renovation of separate areas on multiple floors. Advantages include reduced cost, reduced disruption during the renovation process and, most importantly, the easiest way to provide a space with its own separate entrance that could be available to students and faculty at times when the rest of the Library is closed.

In reviewing floors and functions, the 4<sup>th</sup> and 5<sup>th</sup> floors were noted to contain a number of unique functions and are highly valued areas by the UCSF community. The 5<sup>th</sup> floor has space that is specially designed to house rare and valuable materials and contains the Lange Room, which is

heavily used for meetings and social events. On the 4<sup>th</sup> floor, the Group Study Rooms, study spaces and sweeping views are desirable elements. In looking at possible areas for new or redesigned space, the 2<sup>nd</sup> and 3<sup>rd</sup> floors were preferred. The journal collections and study areas are easier to relocate and the 2<sup>nd</sup> floor is a larger floor than the top floors yet still near the building entrance. The 1<sup>st</sup> floor is designed with additional infrastructure to permit high density shelving.

### **CONSULTATION WITH LIBRARY CONSULTANTS**

The campus engaged three building consultant to meet with campus groups, present results of their renovation projects, visit other campus sites, and submit a report of their findings. Their findings are appended to this report (see attachment).

### **OTHER CONSIDERATIONS**

In altering library space there are a number of considerations. Changes in one area or floor have a ripple effect with significant disruption in use and service throughout the building. Disruption is not only due to construction-, but also because material and functions must be relocated from one area/floor to another. Thus, one must consider the entire building when altering space in any one area.

The move to digital materials has dramatically changed the way faculty and students locate information. Information is delivered directly to the requestor's desktop and no longer tied to the location of information in a physical space. For the Library, this shift from print to digital sources has changed many processes but it has not decreased the overall work and staff needed to manage and expand the digital library. In fact, the change has increased the level of complexity of the staff's work and has presented new opportunities to collaborate with faculty in developing digital library applications and services. Additionally, the issues around scientific communications – the need to work in partnership with faculty to contain the skyrocketing prices for materials and the opportunities to leverage technology in the use of new and sustainable means of scientific communication – offer critical areas of work for the future. Thus, we are not projecting any decrease in requirements for space for staff functions and instead expect some increased need.

## **RECOMMENDATIONS**

1. The Principles for Library Space Planning should guide changes in the use of library space.
2. In any redesign all areas should be retained as common space for use by the entire campus and not allocated to one program or school. Alterations should maintain the current ambiance of the building and maximum flexibility in design and function.
3. The campus should consider the need for informal spaces that can be configured in multiple seating arrangements. These areas would allow groups to configure chairs to fit their needs and could be together in a 'noisy' area of the building.
4. New functions proposed for the Library should give preference to those that broaden existing programs and allow for new partnership and collaboration with library staff and programs.
5. Library building modifications should preserve and enhance variety in types of seating, study arrangements (groups, individual, table), noise (quiet study, without computer access), and technology-readiness (wired and wireless connectivity).
6. Based upon student requests space remodeling efforts should consider the following changes to study areas to include:
  - a. a 24 hour study area
  - b. a UCSF-only quiet study room
  - c. upgrade to the technology infrastructure throughout the building and in the group study rooms to support higher speed, ubiquitous access in study rooms, carrels and tables
7. The space currently occupied by journal stacks and seating on the 2<sup>nd</sup> floor could be redesigned to meet future needs. If the 2<sup>nd</sup> floor is redesigned, considerations should be given to functions that support the educational mission. This would be complimentary to the existing Interactive Learning Center, Center for Instructional Technology and Computer Classroom.
  - a. Planning should consider renovations to the other educational support functions on the 2<sup>nd</sup> floor including the computer classroom, Interactive Learning Center and Center for Instructional Technology
8. The campus should strive to maintain and preserve the features of the Kalmanovitz Library that were deemed highly desirable by the campus community in the 2005 Parnassus Campus Design Survey -- *a building of beauty, great views, comfortable seating, peace and quiet.*
9. Alterations to the building should consider donor issues for named spaces and furniture.
10. Library space needs for faculty should be reviewed following the survey in Fall 2005. The declining use of the existing Faculty Carrels on the 4<sup>th</sup> floor and growing need for temporary

office space as faculty move between campuses may require re-considerations in space design and functions.

11. The Library committee should conduct a review of non-library tenants as to their relation and contribution to library programs and services with the possibility to recapture space for other purposes.

### **Advisory Committee on Library Space Planning**

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## University of California, San Francisco

### Vision for the Kalmanovitz Library Space Design

*This document was developed by the University Librarian in consultation with the Academic Senate Library Committee to guide future uses of library space.*

**May 2005**

The Mission of the UCSF Library is to advance science, foster excellence in teaching and learning, and promote health through the collection, development, organization, preservation, and dissemination of the world's health sciences knowledge base. Through physical space, program and services, the Library builds communities across schools, disciplines and campuses.

The following will guide future building design.

- The Library will shift from primarily print to a digital collection requiring re-organization of services and systems. Shelving for print materials will be reduced with increasing numbers of print volumes located offsite and with systems in place for rapid delivery. At the same time there will be increased need for space to manage the computing and network infrastructure of the digital library and for staff to develop, maintain and service it.
- The Library will maintain space for its historical book, journals and archival papers and records.
- The Library will partner with other academic programs and services sharing space when there is close interaction/collaboration and intellectual affinity.
- The Library will participate in the UC-wide licenses when feasible to expand its digital resources for UCSF faculty, staff and students. Working in collaboration with faculty the Library will play a leadership role in altering the current models for scientific communications in ways that are sustainable economically and support the work of the faculty and students.
- The Library will remain central to campus life as a place to study, teach, learn, socialize, and contemplate. Individuals using the building will continue to place high value on the sense of openness, spacious views and comfortable surroundings. The Library offers a user-focused, service-rich environment for teaching and learning across disciplines, schools and programs.
- Library will be organized to enhance the institution's educational, research and service mission with maximum flexibility for new technologies and space configuration. Library space will encourage interaction between people AND the digital and physical materials.
- The Library will create virtual and physical environments to facilitate learning, exploration and use of information. The spaces will allow individuals to collaborate and interact with advanced learning technologies and serve the needs of solitary users, small and large groups, and temporary work space for faculty.

- The Library space will be used to teach information competencies in areas such as the critical evaluation of the literature, advanced scientific databases, knowledge management techniques and for demonstration of newly released information tools and products.
- The Center for Instructional Technology will expand its services and resources as technology supports easy, seamless integration between digital resources and learning management systems. Advanced systems will allow faculty and staff to easily develop online curricular materials integrating content from clinical, research and image databases, textbooks and journal articles.
- The Library will include comfortable space that encourages collaboration, social interaction along with access to information technologies.
- The Library will develop new consolidated information services so that users have ready access to dedicated, service-oriented staff, resources and technologies at the point of need, regardless of physical location.
- The Center for Knowledge Management staff will collaborate with faculty and staff to develop informatics tools and databases that support activities from knowledge creation to knowledge utilization.

The campus will build upon the distributed library systems in place now (Mt. Zion, SFGH, Mission Bay and Parnassus) so that they each have a significant role in moving toward the library of the future.