Art<e>s

From the Arts Faculty Library towards Artes
Why did we do this?

1. Location of the libraries concerned

2. Achieve more with the same means

3. Mission of a “Central Library”
Location

Measure distance
Total distance: 147.12 m (482.68 ft)
Achieve more with the same means

Faculty of Arts Library (LBIB) and Central Library (BIBC) were two libraries of the University, separated by less than 150 m, serving largely the same public, but:

- separate libraries, with separate budgets, separate head librarians, separate management structures (BIBC was 100% part of UL, LBIB was part of the UL network but the means were “owned” by the faculty)
- separate libraries, with (in the best case) related collections spread over two places and (in the worst case) overlapping collections
Achieve more with the same means

Evaluation of LBIB: user’s feedback generally positive, but:

- Financial difficulties
- Not enough library space (or at least not ideal use of library space)
- No room in current staff budget for innovation (e.g. digital humanities)
- Quid future?
Financial difficulties of LBIB

Budget vs. Subscription Cost


- Budget
- Subscription Cost
Achieve more with the same means

Evaluation of BIBC

Typical for an organization in aid of “management”

- Mission unclear and diverse, not enough focus
- Hierarchical structure muddled
- Organisation / responsibilities / finances divided in small parts (several libraries within one library building)

Acquisition not sufficiently guided by academic needs

Need for revision use of library space

No room in current staff budget for innovation

Quid future?
Mission of a Central Library

Services for all libraries which form part of the UL network?

Yes, need for centralised expertise in digitisation, metadata, e-resources, acquisition, open access, library software, … but all of these UL Central Services or Libis NOT Central Library

Library for ongoing research and teaching?

No need for a Central Library, because this is what faculty/campus libraries do

Central Library as a “warehouse” for books, preserved “just in case”?

Seems poor return on investment + doubts whether this is still relevant
Mission of a Central Library

Heritage Library?

Yes, but remember: substantial amount of KU Leuven’s heritage materials is NOT preserved at the Central Library + need for professionalisation

Cultural / Touristic?

Yes, but not through its modern collections but through the heritage collections and the building + need for professionalisation
A change in direction

2014: series of decisions / memos on the highest level of the university which provided the framework for this reorganisation

- Strategic plan for the University Library as a whole
- Strategic plan for the cultural policy of the University as a whole
- Artes Memo
A change in direction

Essentially the end of the Central Library as such; reorganisation envisaged towards:

- **Artes**: fusion of Arts Faculty Library with the modern collections and services of the former Central Library (1 library organisation active on 2 locations)
- **Heritage & Culture**: heritage collections and cultural programme of the UL
- (where relevant) move to UL Central Services
The essence of the original reorganisation plan

As-is

Central Library
Arts Faculty Library
University Archives
Art Collection
General Library Management
UL Central Services

To-be

Artes
Heritage & Culture
UL Central Services
UL Policy Unit
LIBIS
e.a.

University Library
Goals set in the Artes memo

1. Optimisation of the use of library/shelf space - a.o. by bringing related collections of LBIB en BIBC together
2. Optimisation of the library services connected to the LBIB en BIBC collections
3. Optimisation of expenditure budget LBIB and BIBC
4. Increase of collection budget
5. Creation, within the existing means, of new positions within the library adapted to present and future needs for research and teaching
6. Consolidation of the service rendered to the Humanities Group
Reorganisation

Timing: 01/02/2015 - 01/12/2015

Project plan:

(1) Kick-off with all staff members
(2) Analysis as-is situation
(3) Strategy and central processes of the new organisation
(4) Design central processes
(5) Design organisation and functions
(6) Implementation
Team

Steering committee

Hilde Van Kiel (director UL), prof. Mel Collier (former director UL), prof. Ortwin De Graef (vice-dean of research, Faculty of Arts), prof. Bart Raymaekers (president Library Council Humanities Group), Karel Heyndrickx (change manager), Demmy Verbeke (head Artes - in office since 01/01/2015), Garrelt Verhoeven (head Heritage & Culture - in office 01/02/2015-01/12/2015), Lut Crijns (head HR Business Support), Veerle De Waele (business partner HR)

Task: Decision on basis of preparations of project team

Project team

Hilde Van Kiel (director UL), Karel Heyndrickx (change manager), Demmy Verbeke (head Artes), Garrelt Verhoeven (head Heritage & Culture), Veerle De Waele (business partner HR), Evelien Geerts (HR consultant)

Task: Organise the reorganisation (preparation for steering committee, execution after approval)

Design teams

Central processes were worked out in detail by design teams (one design team per central process), which consisted of members from the library staff
Participation / Engagement

Staff:

- Sufficient time for as-is analysis per team (old situation)
- Participation in design teams (each staff member could declare interest in joining)
- Information through various info-sessions, existing team meetings and MTCB-LBIB (heads + team leaders)
Participation / Engagement

Faculty:

- Represented in steering committee
- “Customer hearings”
- Faculty Board / Faculty Meetings
- Numerous informal contacts
The long story

Mission / vision / strategy: see collection (public, see collectiebeleidsplan-arters) and operational policy plan

Artes, a division of the Universiteitsbibliotheek, is a question-driven library that offers collections and services for research and education at the KU Leuven, in addition to its own (public, see collectiebeleidsplan-arters) and operational policy plan.

Artes, a division of the Universiteitsbibliotheek Letteren, is an answer-driven library that offers collections and services for research and education at the KU Leuven, particularly (but not exclusively) to the Faculty of Letters.

The way scientific knowledge is shared is evolving very quickly and poses new and changing demands on a modern research library. Artes wants to actively participate in knowledge development and will reflect on new developments in research and education (e.g. Digital Humanities). To that end, Artes manifests itself as a question-driven library with a broad range of modern collections for research and education.

Artes, a combination of the former Faculty Library Letters (LBIB) and part of the former Central Library (BIBC), has the ambition to preserve the good from the past, i.e.: a historically rich physical collection of scientific literature and sources that, in some scientific domains, used to be among the world's best, as well as a strong team of library staff who know and can provide high-quality support tailored to the individual researcher, student, or external researcher. At the same time, Artes also has the ambition to provide an answer to the challenges that modern research and educational libraries face as they aim to be a full partner of university education and research in today's digital context – both in the purchase and exploration of digital collections, as well as in support and guidance of digital forms of research and education.

This ambition is based on 5 pillars:

1. Artes will be a meeting place for all actors in knowledge development and a place to facilitate open and innovative research and new forms of education.
2. By working very closely with all actors, Artes will actively participate in knowledge development and continuously and innovatively anticipate the new interest areas and topics that will become the subject of research and education.
3. In order to provide the maximum possible support to the collection users, Artes will be an expertise center for the collections it manages and makes available.
4. It is a priority for Artes to preserve the collections – physical and digital – permanently and to renew and explore them in order to align them with the current scientific research and education questions.
5. Artes will offer service that is adequate and customer-oriented to meet the expectations of its various target groups.
Essential features of Artes

An efficient organisation with room for professional development, active on two locations: Erasmushuis (building of the Faculty of Arts) and library building at Ladeuze Square (former Central Library)

- Clear mission: “active partner in ongoing research and teaching at the Faculty of Arts and the Humanities Group in general” (and nothing more), content of the items is more important than the form of the items
- Transparent financial structure, with monthly reports
- Clarity about tasks and responsibilities
- Clarity about hierarchical structure and decision making
- Several functions have a trajectory for growth
- Almost all positions require permanent innovation (and allow “room” as well as training facilities for permanent innovation)
Focus on front-office services for research and teaching (back-office mostly in UL Central Services instead of Artes)

Division between (1) collection experts, (2) process managers, (3) teams under the direction of process managers and (4) operational activities delivered by UL Central Services or Heritage & Culture

- Collection experts can focus on building their collections and services, tailored to the needs of specific research units / study programmes
- Process managers can focus on professionalisation and innovation of central processes and the development of digital humanities
Management & beleid
- Collectie expertise
  - Collectie expertise
  - Proces expertise
    - Operationele taken (binnen Artes)
    - Operationele taken (volledig of grotendeels buiten Artes)

Directeur
Universiteitsbibliotheek

DIVISIE ARTES
Hoofd Artes

Collectie-experten Artes
o.i.v. Hoofd Artes

Georganiseerd per collectiecluster, gekoppeld (met uitzondering van de multidisciplinaire deelcollectie) aan onderzoeksgroepen/docenumchtingen Faculteit Letteren

10 Collectieclusters:
- Taalkunde, Letterkunde, Geschiedenis, Antieke Talen en Cultures, Taal- en Regiostudies (met uitz. van Oost-Aziatische Talen en Cultures), Oost-Aziatische Talen en Cultures, Kunstwetenschap, Muziekwetenschap, SLD, Multidisciplinair

Informatie- & Dienstverlening
Proces verantwoordelijke & teamleider
- Adviseurs
  - (eerstelijns-informatiespecialisten, werkzaam aan Artes balies en E&C bibliotheekbalies)

Collectievorming
Proces verantwoordelijke
- Medewerker(s) schenkingen Artes
  - Operationele taken collectievorming bij Team Acquisitie en Metadata (UBD)

Ontsluiting
Proces verantwoordelijke
- Operationele taken ontsluiting bij Team Acquisitie en Metadata (UBD)

Interactie en Representatie
Proces verantwoordelijke
- Academische bibliografie Letteren
  - Operationele taken beheer en behoud bij Beheer en Behoud (E&C)

Beheer en Behoud
Proces verantwoordelijke

Digital Humanities
Proces verantwoordelijke
- Uitvoering voornamelijk bij proces verantwoordelijke

Opmerking:
In de werking wordt ook een beroep gedaan op jobstudenten en vrijwillige medewerkers.
Artes memo check

1. Optimisation of the use of library/shelf space - a.o. by bringing related collections of LBIB en BIBC together

planned reorganisation of library space (esp. building Ladeuze square); context to bring collections together has been realised (management structure, collection expertise, and shelf space):

<table>
<thead>
<tr>
<th>Shelf space</th>
<th>Former LBIB</th>
<th>Artes</th>
</tr>
</thead>
<tbody>
<tr>
<td>open</td>
<td>8.810 m</td>
<td>ca. 21.000 m</td>
</tr>
<tr>
<td>closed</td>
<td>1.707 m</td>
<td>ca. 18.700 m</td>
</tr>
</tbody>
</table>
2. Optimisation of the library services connected to the LBIB en BIBC collections

Decrease of operational tasks for collection experts => more focus on content-driven support for research and teaching

Organisational structure defined by processes => more room for expertise/innovation concerning processes
## 2. Optimisation of the library services connected to the LBIB en BIBC collections

<table>
<thead>
<tr>
<th></th>
<th>Formerly</th>
<th>Artes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening hours</strong></td>
<td>LBIB: 54 h/week</td>
<td>Artes: 54 h/week</td>
</tr>
<tr>
<td></td>
<td>BIBC: 55 h/week</td>
<td></td>
</tr>
<tr>
<td></td>
<td>LSIN: 28 h/week</td>
<td></td>
</tr>
<tr>
<td><strong>“Front-office” staff</strong></td>
<td>Reference librarians: 8.5 FTE (plans to reduce to 7.5 FTE in 2016)</td>
<td>Collection experts: 8.2 FTE</td>
</tr>
<tr>
<td></td>
<td>Information desk: ca. 4 FTE</td>
<td>Advisors: 5 FTE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Process manager information and public services: 1 FTE</td>
</tr>
</tbody>
</table>
Artes memo check

3. Optimisation of expenditure budget LBIB and BIBC
   - Transparent financial structure under 1 head
   - 1 collection budget, 1 operational budget
   - Monthly budget reports

4. Increase of collection budget
   - Increase of collection budget linked to research groups / study programmes in the Faculty of Arts by 37%
5. Creation, within the existing means, of new positions within the library adapted to present and future needs for research and teaching

Process manager digital humanities

Process managers focusing on professionalisation and innovation of central processes

Advisors: division of labour between collection experts (content-driven, specialised) and advisors (first line, more general but on a high level) thanks to different organisation of information desks
6. Consolidation of the service rendered to the Humanities Group

Multidisciplinary collection (designated collection expert, separate budget line, collection built in consultation with other Humanities libraries)

Head Artes remains member of the Library Council of Humanities

Artes supports DH projects of the Humanities Group + initiates library related DH projects
Implementation

Artes is “live” since 1 December 2015

- Most positions filled with existing staff
- New mission, new hierarchical and financial structure, etc. brought into practice
- Central processes have been or are being implemented

Future

- Certain positions still need to be filled
- Certain projects in research phase (ILL, exchange service, etc.)
- Implementation projects, esp. renovation and moving collections
Implementation projects

Projects which allow Artes to realise its mission to the fullest but which require more time / other partners (3-5 y)

Projects which can be executed short or middle-long term (1-3 y)

Implementation central processes and new way of working (6 m)
Analysis

Artes is live, and seems a success

Elements of success:

Participation / engagement of staff

Positive assessment (also in contracts) of the new positions

Process managers

Risks:

Lose momentum for the implementation projects that still need to be realised

Repercussions of not implementing Heritage & Culture yet
New developments & Future

Artes now has 3 locations, instead of 2 (St Andries, Antwerp)

Reorganisation of Heritage & Culture is work-in-progress

Reorganisation of UL Central Services is work-in-progress

What about Brussels?
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https://bib.kuleuven.be/artes/index