University of North Florida Visioning Workshop Results

Presented by Herman Miller Performance Environments
contact

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executive review
Herman Miller appreciates the opportunity to share the Visioning Workshop with the University of North Florida as part of the process to design and implement an engaging new environment in the Carpenter Library.

This report contains the output of the Visioning Workshop conducted on October 30, 2013 by the Herman Miller Performance Environments Team for University of North Florida.

**DESired OUTCOMES**

- Gain alignment on the performance outcomes the new space must support
- Articulate the ideal vision for future place, specifically related to the Carpenter Library Learning Commons
- Develop common attributes to guide future decision making related to space, furnishings, tools, and services
- Dialogue and gain consensus on attributes
- Inform actions to move towards the ideal
PERFORMANCE DRIVERS

Participants in the Visioning session validated seven primary/key performance drivers that make a compelling case for change:

• **Libraries are shifting their centers of gravity from storage and physical collection to repurposed, dynamic spaces:** patrons demanding more group study space, laptops, instruction, proof reading, quiet space, and presentation support

• **Aging infrastructure:** which no longer supports the loads and needs of modern technologies and processes

• **Libraries as a recruitment tool:** libraries can provide powerful environments for learning and increased student engagement to take place, consider perceptions of prospective students, alumni and donors

• **Different models of service are evolving as new technologies are introduced:** evolving technologies impacting the way students and faculty interact with the library and it’s resources, creating new services and ways of accessing information

• **Evolving learning pedagogies**

• **More accountability to administration** for demonstrating value with data

• **Blurring boundaries** between social and academic behaviors and the spaces that support them

These performance drivers become ‘true north’ for the Library’s efforts with regard to the Learning Commons. Use them to guide efforts, as ongoing criteria for decision making, and apply liberally in communications.

PROCESS

The interactive workshop process allowed participants to:

• Articulate key performance drivers
• Envision attributes of the ideal place, specifically related to the Carpenter Library Learning Commons
• Prioritize attributes based on importance
• Assess and rank current performance and attributes of space
PROBLEM STATEMENT

According to the existing Carpenter Library Learning Commons Project Charter, the problem statement goes as follows:

“Last year over 750,000 patrons entered the library. Overwhelmingly consisting of students, they demanded more group study space, laptops, instruction, proof reading, quiet space and presentation support than the library could provide.

Devices unplugged and furniture moved to access electric outlets. Computers with out of order signs disabled by students to share space.

Libraries have been shown to positively impact student scholarship.”

STATEMENT OF PURPOSE

Similarly, the existing Project Charter outlines the statement of purpose as follows, and was developed by faculty stakeholders:

“The UNF Library Learning Commons fosters student learning and engagement through a suite of services, technologies and study spaces.” (2013)

GOALS

Corresponding to the statement of purpose are three distinct goals that the Carpenter Library Learning Commons seeks to achieve, as stated by the existing Project Charter:

✓ Create an environment that fosters civic awareness, cultural growth, and collaboration.

✓ Recognized in the community as a place where these things happen.

✓ Transform the library into something more compatible with current teaching methods.
KEY STAKEHOLDER GROUPS

• Library project group/team
• Library staff not on project
• Champions
  • Assistant Vice President for Research (AVP)
  • Information Technology Services
• Library
• Center for Instruction and Research Technology
• Undergrad studies
• Project Collaborators
  • Undergrad studies
  • Academic Center for Excellence
• English
• Information Technology Services
• Faculty
• Students
• Alumni
• Community
• Virtual Users
• Funders

POTENTIAL PARTNERSHIPS

• Academic Center for Excellence (ACE)
• English/Writing Program
• Center for Instruction and Research Technology (CIRT)
• Information Technology Services (ITS)
• Freshman Experience
• Auxiliary Services
• One Stop
• UNF faculty
• Student Government

FAVORITE SMARTPHONE APP

Participants were asked describe their favorite smartphone app and why. With continuous changes to the ways we access information, these attributes that the Carpenter Library will want to keep in mind as the Learning Commons can be a place that is supportive of these types of attributes:

• Email: readily accessible, all the time, constant connection
• Facetime: immediate and easy connection to others
• Seat Guru: accessibility, variety, choice
• Kindle: leisure, anytime
• Facebook: transparency, getting the whole story
• GoogleMaps: navigation, direction
• Pintrest: creative escape
• Sudoku: relaxing, complex
• MapMyRoute: fun, exercise, planning
snapshot: current state
Before discussing attributes of the ideal place, we sought to understand some of the attributes of the current library that were helping or hindering the library for future success. Please keep in mind that it is very common to have significantly more obstacles than enablers. We believe that this can be beneficial because it helps make a more compelling case for change. We have summarized the themes in the following paragraphs, and have captured raw notes in the subsequent table.

Use this assessment to ensure that the enablers are protected and maintained throughout the process of change and renewal. Use the obstacles list as a prompt for continuous improvement and as a tool to shape the changes you wish to make.

**CURRENT ENVIRONMENT:**
**CARPENTER LIBRARY**

**ENABLERS**

**Overall**
- Staff support, commitment

**Space**
- Virtual lab is highly utilized
- Floor division is effective and intuitive

**Tools & Furnishings**
- Access to software is improving
- Access to analog tools
- Comfortable lounge furniture

**Services**
- Online presence of library
OBSTACLES

Overall
• Funding

Space
• Quantity of group spaces
• Quantity of individual spaces
• General layout and configuration of both group and individual spaces
• Lack of flexibility
• Lack of training space
• Not enough power outlets

Tools & Furnishings
• Availability of desirable technologies and digital tools
• Access to power, technologies, and digital tools
• Inconsistent networked connectivity: wired/wireless,
• Quantity of computers
• Underutilized lounge furniture due to placement in low activity areas

Services
• Coffee bar not accessible from inside library
• Hours of operation
<table>
<thead>
<tr>
<th>OBSTACLES</th>
<th>ENABLERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FUNDING</strong></td>
<td>STAFF: ALL PARTIES ARE INVESTED, OPEN TO CHANGE, AND COMMITTED TO THE PROJECT</td>
</tr>
<tr>
<td>CURRENT LAYOUT: NOT ENOUGH GROUP /COLLABORATIVE STUDY SPACES</td>
<td>LIBRARY’S ONLINE PRESENCE: EASY TO CONNECT TO LIBRARY FROM HOME, OR OTHER AREAS ON CAMPUS</td>
</tr>
<tr>
<td>ACCESS TO POWER</td>
<td>FLOOR DIVISION IS EFFECTIVE AND INTUITIVE: FLOORS 1 AND 2 ARE TALKING FLOORS, FLOORS 3 AND 4 ARE QUIET FLOORS</td>
</tr>
<tr>
<td>NETWORKED CONNECTIVITY LACKING AND UNPREDICTABLE: WIRED AND WIRELESS</td>
<td>AVAILABILITY OF ANALOG TOOLS: WHITEBOARDS, PROJECTORS, ETC…</td>
</tr>
<tr>
<td>CURRENT TECHNOLOGY SETUP, ESPECIALLY IN COLLABORATIVE SPACES</td>
<td>CENTRAL LOCATION OF LIBRARY, IN THE HEART OF CAMPUS STILL – DESPITE SIGNIFICANT GROWTH</td>
</tr>
<tr>
<td>HAVING TECHNOLOGY THAT STUDENTS WANT TO USE</td>
<td>STUDENT FOOTTRAFFIC CONTINUES TO BE HIGH BECAUSE OF HIGH VISIBILITY AREA</td>
</tr>
<tr>
<td>NOT SUPPORTIVE OF “BYOD” = BRING YOUR OWN DEVICE</td>
<td>GOOD RELATIONSHIPS WITH VENDORS: WALLS, LIGHTING</td>
</tr>
<tr>
<td>SOFTWARE THAT IS COMMONLY USED, ESPECIALLY IN VIRTUAL LAB – BUT SOFTWARE IS CURRENTLY IMPROVING</td>
<td>VIRTUAL LAB IS WELL-UTILIZED</td>
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<tr>
<td>STUDENTS NOT LEVERAGING THE PHYSICAL BRICK AND MORTAR LIBRARY FOR SEEKING OUT INFORMATION</td>
<td>COMFORTABLE SOFAS AND SEATING</td>
</tr>
<tr>
<td>INDIVIDUAL SPACES ARE NOT SUPPORTIVE OF PEOPLE WHO ARE COMING TO THE LIBRARY WITH LOTS OF DEVICES</td>
<td>HOURS OF OPERATION FOR UNDERGRADUATE STUDENTS</td>
</tr>
<tr>
<td>CURRENT FURNITURE NOT SUPPORTIVE OF FLEXIBILITY: BOTH AT THE GROUP AND INDIVIDUAL LEVEL</td>
<td></td>
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<tr>
<td>FURNITURE IS CUBE-LIKE</td>
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<tr>
<td>CURRENT FURNITURE DOES NOT PROVIDE ELBOW ROOM</td>
<td></td>
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<tr>
<td>CURRENT FURNITURE AND SPACE DOES NOT SUPPORT ROOM FOR SPREADING OUT</td>
<td></td>
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<tr>
<td>ACTUAL VS INTENDED USE OF FURNITURE: GROUPS OF STUDENTS USING CUBES AS GROUP WORK SPACES, NOT CONDUCIVE TO EFFECTIVELY WORKING TOGETHER</td>
<td></td>
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<tr>
<td>LACK OF FLEXIBILITY</td>
<td></td>
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<tr>
<td>MANY MAKESHIFT SPACES AND AREAS TO SUPPORT ALL TYPES OF WORK</td>
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<tr>
<td>COMFORTABLE FURNITURE IS NOT PLACED IN AREAS WHERE IT WILL ACTUALLY GET USED</td>
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<tr>
<td>ACCESSIBILITY OF COFFEE BAR/STARBUCKS: YOU HAVE TO GO OUTSIDE TO ACCESS IT</td>
<td></td>
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<tr>
<td>HOURS OF OPERATION FOR GRADUATE STUDENTS</td>
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<tr>
<td>LACK OF DESIGNATED TECHNOLOGY TRAINING SPACE, ESPECIALLY FOR FACULTY</td>
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attributes:
place
OVERVIEW

With the performance drivers as a foundation, participants then identified the attributes of the ideal place, envisioning an environment that would help to support the Carpenter Library Learning Commons be successful into the future.

The attributes are reported in the following page. In addition, detailed results of the voting as well as detailed notes are also contained in this section of the report.

A GUIDING SET OF PRINCIPLES

The vision for the ideal work environment becomes a guiding set of principles for business case development and decision making relative to the work environment. Using a mental framework of ‘backward from perfect’, the group developed and discussed their vision for the ideal environment in which to work, foster the culture and drive business outcomes. In particular, the group envisioned a wildly successful future in the year 2015 and identified the cultural attributes that would be evident in that ideal future. The group further defined and clarified what each means to the University of North Florida.

Use the vision of the ideal to guide decision making relative to the future Carpenter Library Learning Commons. Continue to build on this list of attributes as you work together and with other groups to further articulate and implement the vision.
<table>
<thead>
<tr>
<th>THEMES (in no particular order)</th>
<th>DESCRIPTION FROM RAW NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Stakeholder Visioning Session</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CHOICE/ VARIETY:</strong></td>
<td>maker spaces, where (space)/when (hours) and with whom to work, use it when you need it, just in time, virtual options</td>
</tr>
<tr>
<td><strong>AVAILABILITY OF TOOLS:</strong></td>
<td>table top painted whiteboard, walls painted with whiteboard materials, mobile whiteboards, smart boards, laptops, 3D printing, iPads, charging cords, media, inductive power, poster printing, equipment, audio equipment, production equipment, small spaces like kiosks to support these tools, ADA compliance – ADA accommodating</td>
</tr>
<tr>
<td><strong>INTEGRATED DELIVERY OF SERVICES:</strong></td>
<td>shared service desk space to support kiosks, equipment, distance services, tutoring, space for group presentations like “collaboratories”, recording area, the scheduling required to make this happen seamlessly, the integration of virtual users via technology (i.e. – video collaboration, smart boards, virtual help desk “Mayday” like (i.e. – Kindle Help/Virtual Support)</td>
</tr>
<tr>
<td><strong>COMFORT:</strong></td>
<td>welcoming, inviting, lounge, cozy nooks, intuitive, predictability, sounds and activity level, familiarity, both individual and group spaces = integration of quiet and active spaces = blending of social and study spaces, community, quiet = heads down, active = group work, or for those individuals seeking to work in areas that have more “buzz”, social spaces like “Starbucks” that is not the Student Union, “their space” – addressing the needs of students</td>
</tr>
<tr>
<td><strong>WAYFINDING:</strong></td>
<td>signage, knowing your way around</td>
</tr>
<tr>
<td><strong>ACCESSIBILITY:</strong></td>
<td>support for mobile devices/technologies = checkout, wireless access, digital displays for screen sharing, infrastructure to support these things, devices that support accessing information, meeting needs of virtual users</td>
</tr>
<tr>
<td><strong>FLEXIBLE SPACES:</strong></td>
<td>high impact + low cost, wide open, hoteling, multi-purpose, reconfigurable, furnishings with height adjustability, casters, ADA compliance</td>
</tr>
</tbody>
</table>
Responses are listed below in order of voter response on importance:

1. Flexible Spaces
2. Availability of Tools
3. Integrated Delivery of Services
4. Wayfinding
5. Accessibility
6. Comfort
7. Choice/Variety
Importance of various factors:

- Flexible Spaces: 9.63
- Availability of Tools: 8
- Integrated Delivery of Services: 7.29
- Wayfinding: 6.8
- Accessibility: 6.38
- Comfort: 4.75
- Choice/Variety: 4.25
VOTING RESULTS

PERFORMANCE

The chart on the right page reflects responses to the question:

“On a scale of 1 to 9, to what degree the Carpenter Library currently demonstrate this attribute today?”

1 = not performing at all
5 = adequately performing
9 = performing very well

Response are listed below (higher to lower performance) in order of voter response:

1. Accessibility
2. Wayfinding
3. Availability of Tools
4. Choice/Variety
5. Comfort
6. Integrated Delivery of Services
7. Flexible Spaces

In interpreting the results, it is helpful to see how much room there is for improvement in these factors. Many of the items ranked as close to ‘adequate’ or lower in performance. This provides a terrific foundation for improvement and the order of the attributes’ performance provides a sense of priority for improvement efforts.

Comparing the University of North Florida to other organizations and institutions, it is typical to have a majority of the attributes that are performing at a rank of 5 or below. Universities that enter into Visioning and renewal efforts are usually doing so because they see significant upside to their efforts and they see opportunities for continuous improvement in their environments.
VOTING RESULTS

The data collected during the Visioning session reflects the group’s consensus on the answers to two questions:

1.) “What are the ideal attributes of the Learning Commons in 2015 that will help the Carpenter Library be successful into the future?” (forced rank importance)

2.) On a scale of 1 to 9, to what degree the Carpenter Library currently demonstrate this attribute today?” (performance in today’s environment).

When we plot the answers to these two questions as they relate to each quality it yields a matrix, as illustrated. This matrix and the practical experience behind it provide a framework for organizing, prioritizing, planning and design activities related to the future characteristics of the Carpenter Library Learning Commons.

OVERALL

When considering the voting results, it is important to keep a few factors in mind:

• All the attributes are important. Since resources are always constrained, the process of scaling them in terms of future importance and current performance helps prioritize activities and sharpen organizational focus.

• It is natural for these issues to change position over time, both in terms of importance and performance. Therefore, it is necessary to regularly re-assess all four quadrants of the framework in order to identify necessary adjustments to organizational attention or action.

• When organizations are looking to make significant changes, it is natural to have few or no attributes in some quadrants, as attributes will evolve over time.

The arrow in the graph shows the general flow of attributes over time. The typical attribute will emerge as an issue (lower left quadrant), will become important in the short term (upper left quadrant) and then in the long term (upper right quadrant). Over time, an attribute will decrease in importance and become an attribute that may require less focus and attention (lower right quadrant) – thereby moving organizational energy and investment to another attribute.

Note that there two attributes emerged as issues:
• Choice/Variety
• Comfort

And five attributes emerged as important in the short terms:
• Accessibility
• Wayfinding
• Integrated Delivery of Services
• Availability of Tools
• Flexible Spaces

No attributes emerged as longer term opportunities, or potential over performance.
OVERALL

Integrated Delivery of Services
Choice/Variety
Availability of Tools
Wayfinding
Comfort
Accessibility
Flexible Spaces

Current Performance
(low to high)

Emerging Issues
Near Term Opportunities
Long Term Opportunities
Potential Over Performance

Important to a successful future
(low to high)
EMERGING ISSUES

This quadrant represents factors that are not yet considered by the larger key stakeholder groups as critical to the future success of the Carpenter Library and are not receiving as much attention. When a facility is newly forming or in a process of renewal, it is typical to see a more significant number of issues in this quadrant. Additionally, many things in this quadrant reveal wonderfully stretched thinking that can be applied to the physical environment. These issues are emerging with new importance based on new directions of the group and the facility. These factors deserve monitoring and active exploration. There were two attributes in this quadrant:

• Choice/Variety, and
• Comfort

CHOICE/VARIETY

Choice/Variety is the seventh most important attribute, and the forth most underperforming. Generally, Choice/Variety is currently underperforming when compared other attributes, but it is only somewhat important.

As discussed in the Visioning Session, Choice primarily has to do with providing patrons with options as it relates to:
• where (space),
• when (hours), and
• with whom (patrons AND virtual users)

Providing patrons with this kind of choice and variety has the potential to enrich their experiences by empowering users to match the work that needs to be done with the spaces available to them. Further exploration of Choice/Variety should be considered alongside Flexible Spaces – ensuring that a pallet of places are developed to provide maximum Choice/Variety for patrons.

COMFORT

Comfort is the sixth most important attribute, and the third most underperforming. Generally, Comfort is currently underperforming when compared other attributes, and is only somewhat important. Comfort was described as an attribute that was: welcoming, inviting, lounge-y, intuitive, and predictable. In terms of place, this could be manifested through cozy nooks, lounges, and the blending/integration of both social and study spaces.

In order to achieve this optimal balance of comfort in providing spaces for activity and quiet – it will be essential to further investigate how comfort can be achieved in the new Carpenter Library Learning Commons. This exploration can include space types, spatial adjacencies, and furniture selections. It could also be beneficial to identify specifics attributes that are currently prohibiting the library from achieving Comfort.
EMERGING ISSUES

- Choice/Variety
- Comfort

Important to a successful future (low to high)

Current Performance (low to high)
NEAR TERM OPPORTUNITIES

This area is particularly significant since these qualities are considered important to the future success of the Carpenter Library, but the Library may not be executing them as well as it could be. Qualities falling into this category are near-term opportunities for significant improvement. They can be considered “low hanging fruit”. They are important to the near-term future and, if integrated into a strategic plan, will help the Carpenter Library anticipate and achieve future needs and goals. There were five items in this quadrant, representing the most of any other quadrant category:

- Accessibility
- Wayfinding
- Integrated Delivery of Services
- Availability of Tools, and
- Flexible Spaces

ACCESSIBILITY

Accessibility is the fifth most important attribute, and is currently performing most adequately in the current Carpenter Library. Generally, there is consensus that Accessibility is currently performing better than most other attributes, but it is only moderately important.

As discussed in the Visioning Session, Accessibility primarily includes providing access and support for mobile devices and technologies used for accessing information. Technologies like smart boards, wireless, digital displays, as well as the infrastructure within the building to support the data and power loads that will be incurred can are NOT included within this attribute.

Since Accessibility is currently performing slightly better than all of the other attributes, it is suggested that further exploration should be continued to codify the scope of accessibility – especially as it relates to not just accessing information with technologies, but to people, and the work processes needed to support efficiency in checkout, loaning, as well as the staffing to support these types of activities.

WAYFINDING

Wayfinding is the fourth most important attribute, and is currently performing second-most adequately in the current Carpenter Library. Generally, there is consensus that Wayfinding is currently performing better than many other attributes but it is only moderately important.

During the Visioning Session, Wayfinding emerged as a result of a discussion around Comfort. It was decided that Wayfinding was different from Comfort in that Wayfinding had more to do with how the built environment supported patrons while navigating the space. Comfort on the other hand, had more to do with being welcoming, intuitive, and predictable.

As with the other attributes, Wayfinding will be important to the future success of the Carpenter Library Learning Commons. Because it is somewhat underperforming, it is worth exploring whether it warrants more attention, and if so, how much. It is recommended that the Design team be part of these early discussions, as Wayfinding is integral in the design of the built environment.
INTEGRATED DELIVERY OF SERVICES

Integrated Delivery of Services is the third most important attribute, and second most underperforming. Generally, there is consensus that Integrated Delivery of Services is currently underperforming compared to most other attributes, yet is considered one of the most important attributes for future success. This disparity not surprising, as discussion during the Visioning Session revealed that the integration of new service models within a Library is one of the key performance drivers in making a compelling case for change.

During discussion, participants expressed surprise when Integrated Delivery of Services was not listed as the first most important attribute for the future. We recommend that significant attention be paid to this attribute as you begin to implement a road map for new service models and partnerships.

NEAR TERM OPPORTUNITIES

AVAILABILITY OF TOOLS

Availability of Tools is the second most important attribute, and is third in performance.

During the Visioning Session, the common definition of Availability of Tools encompassed having a wide range of tools – both digital and analog. Availability of Tools and Accessibility are different in that Accessibility is about providing access and support for mobile devices and technologies used for accessing information. Availability of Tools is about the tools themselves.

In moving forward, further development of which specific tools are desired in the future Carpenter Library Learning Commons should be considered. It will also be important to further understand how these tools will connect to and influence Integrated Delivery of Services, and other attributes like Accessibility.

FLEXIBLE SPACES

Flexible Spaces is the most important attribute, and is the most underperforming. Based on discussions during the Visioning Session, there is very little disagreement in the high importance and low performance of this attribute.

During the discussion around Flexible Space, it is important to acknowledge that this attribute included not only space, but furnishings that support flexibility, reconfiguration, adaptability, as well as supporting ADA compliance. Another point to consider is the high impact, low cost potential of integrating flexibility into the Carpenter Library Learning Commons floor plate.

Further exploration could include strategizing about how to maximize the impact of flexibility in the new space – specifically related to space allocation, furnishing selections, and the potential impact this can have on other attributes like Choice. It is recommended that the Design team be part of these early discussions, as Flexible Spaces and flexibility in general should be considered at the onset of any design of the built environment.
next steps
WHAT’S NEXT?

Overall, we recommend that this Visioning effort be a foundation for the new Carpenter Library Learning Commons: the business case you create, the decisions you will make, the communication you will undertake, the change you will manage, and the leadership you provide. We recommend that the University of North Florida continue to use the ideal attributes of place when exploring solutions for the new Learning Commons. Consider what must be implemented to ensure this future becomes a reality.

We also recommend that you share results of this work with the following groups: AVP, Information Technology Services, Center for Instruction and Research Technology, Undergrad studies, Academic Center for Excellence, English, and Information Technology Services.

These groups may have specific interest in exploring implications for evolving service models, tools/technology, policies/practices, and more.

NEXT STEPS

The following steps are those which may already be in progress, may be completely new, or may have already been discussed in the Visioning Session. We list them here so they are apparent within the broader framework of the efforts aimed at the inclusion of key stakeholder groups, creating ownership and involvement in the decision making process as the Carpenter Library Learning Commons becomes a reality.
Surveys are another method for gleaning additional insights from participants who were not able to partake in the kickoff Visioning Session. Surveys are advantageous because they can be administered to a significant population of key stakeholder groups who were not involved at the onset of the project.

Areas of inquiry marry to the focus group areas of inquiry to better identify issues and understand the obstacles and enablers related to the current Carpenter Library, work processes, technologies, services, and more.

In order to gain greater insight, surveys should be administered alongside other evaluation methods for a more rigorous, multi-pronged approach. The Visioning Session can serve as an excellent platform and framework for continued dialogue about the Carpenter Library Learning Commons.
Sub-Committee Creation

Creating a mechanism for feedback and follow up is a powerful way to keep the decision making process moving along. Since there are a number of key stakeholder groups involved in this process, we recommend creating sub-committees within key stakeholder groups so that inputs are managed and taken into consideration throughout the process.

Process the results of this Visioning sessions with other key stakeholder groups in a follow-up workshop or in a focus group setting. Within this/these types of sessions, we highlight topics that have emerged as themes, and continue to probe further on how to accomplish the desired attributes of the Carpenter Library Learning Commons. This helps us to reinforce and validate what was heard from the group that attended the Visioning Session on October 30th.

Further Explore Strategic Service Partnerships.

We recommend putting more efforts towards exploring as well as selecting strategic service partnerships. Considering questions such as: What does the decision making process look like? What is the decision making criteria? What is the timeline for decision making? Involve key service providers early in the process.

According to prior work conducted by an internal UNF team, the current list of potential strategic partners includes:

- Academic Center for Excellence (ACE)
- English/Writing Program
- Center for Instruction and Research Technology (CIRT)
- Information Technology Services (ITS)
- Freshman Experience
- Auxiliary Services
- One Stop
- UNF faculty
- Student Government

Consider Implications of Strategic Service Partnerships on:

- Staffing and training required for each respective area
- Combined resources, helping address questions like: which services can be combined and which services should stay separate?
- The spaces/kiosks that are required based on the individual needs of each service
- Some common terms to describe these spaces include:
  - Reference Desk
  - Circulation Desk
  - Service Desk
  - Information Desk
  - Connections
  - Virtual Help Desk
  - Self Service
  - Media Services
  - Technology Services
  - Printing
  - Help Zones
A group of individuals was tasked with researching best practices related to Learning Commons in academic libraries. We recommend that this document be used as a starting point for further investigating lessons learned through case study exploration and additional precedent research.

Some additional case study research could include:

- Hicks Library at Purdue University
- Grand Valley State Info Commons
- Brody Learning Commons at John Hopkins University
- Conation Learning Commons and Williams College of Business at Xavier University
- The Link Teaching and Learning Center at Duke University
- Anderson Academic Commons at the University of Denver
- Norlin Library Info Commons at the University of Colorado-Boulder

Cross-functionality emerged during discussions surrounding the notion of flexible spaces during the Vision Session. We recommend exploring spaces that can be leveraged cross-functionally and that can span different service offerings. For example, leveraging technology training spaces for faculty: when they are not in use or scheduled, they can be used as an additional student resource for presentation practice.

Performance drivers related to the re-location of physical collections were not as central to discussion around the future Carpenter Library Learning Commons. Although this was not discussed during the Visioning Session, potential implications on collections should be considered when space allocation begins.
The Visioning Session was only the first step in this exciting journey towards the creation and design of the future Carpenter Library Learning Commons. As such, the vision attributes that were created during the session serve as a starting point for further discussion and codification of such attributes.

Some attributes will need to evolve so that they continue to serve as a relevant framework for establishing the ideal place. Updating these definitions accordingly will be particularly important when additional key stakeholder input is solicited.

Further Codify Vision Attributes

Development of an assessment plan includes the metrics, mechanisms, and feedback loops that are necessary for continuous improvement. Additionally, a fully codified definition of what success looks like will help solidify these efforts. The definition of success should ladder back to the methods used to measure success.

According to the existing Project Charter, the measure of success goes as follows:

“A successful project will see an increased in gate count, reference questions and use by students who do not now frequent the library. I will also see a reduction in the number of turn aways for group study rooms, laptops, instruction, proof reading, presentation support and complaints related to noise.”

Evaluate Potential Solutions

We recommend an approach in which the University of North Florida would evaluate potential solutions for the physical environment against the ideal attributes of place that the group developed during the Visioning Session held on October 30, 2013, and other attributes that can be gleaned from focus groups, surveys, and follow up conversations with other key stakeholder groups. The process would identify potential solutions, evaluate these attributes, and identify implications and next steps.

Further Develop Assessment Plan

According to the existing Project Charter, the measure of success goes as follows:

Development of an assessment plan includes the metrics, mechanisms, and feedback loops that are necessary for continuous improvement. Additionally, a fully codified definition of what success looks like will help solidify these efforts. The definition of success should ladder back to the methods used to measure success.

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WRAP UP

As stated in the executive review, participants were asked to describe their favorite smartphone app and why. After synthesis, the stated attributes of favorite apps had very strong connections to the themes that were developed and defined during the Visioning Session itself. Please refer to the table to see how these are linked.

In light of changing technologies and ways of accessing information – we can see that change is inevitable, and now faster than ever. Whether it’s asking about your favorite place, favorite app, or attributes of the ideal place – these attributes should be considered in the creation of a Learning Commons that is supportive of all of these things.

There is a very exciting road ahead, and this report can provide a solid foundation for the Carpenter Library, and Learning Common in moving towards a prosperous future for all.
<table>
<thead>
<tr>
<th>App</th>
<th>App Attribute</th>
<th>Potential Linkage to Vision Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email</td>
<td>Readily accessible, all the time, constant connection</td>
<td>Availability of Tools, Accessibility</td>
</tr>
<tr>
<td>Facetime</td>
<td>Immediate and easy connection to others</td>
<td>Accessibility</td>
</tr>
<tr>
<td>Seat Guru</td>
<td>Accessibility, variety, choice</td>
<td>Accessibility, Choice/Variety</td>
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<td>Kindle</td>
<td>Leisure, anytime</td>
<td>Comfort</td>
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<tr>
<td>Facebook</td>
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<td>GoogleMaps</td>
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<tr>
<td>Pintrest</td>
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<td>Sudoku</td>
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<td>Comfort</td>
</tr>
<tr>
<td>MapMyRoute</td>
<td>Fun, exercise, planning</td>
<td>Integrated Delivery of Services</td>
</tr>
</tbody>
</table>
THE PREMISE

The Visioning Session made partial use of the Future Pull technique. Future Pull is a group facilitation and brainstorming technique developed by creativity expert, George Land. The basic premise of Future Pull is that individuals and groups are constrained by the realities of the present. So much so, that it inhibits their ability to find creative solutions to today’s problems. A way to break out of this mental trap is to use your imagination to generate a future state wherein the problems have already been solved.

Group discussion focuses on identifying key attributes of the future state. The attributes are then voted upon using a sophisticated software system. Voting is anonymous and individual choices are confidential. Results of the group’s voting are instant. The output then becomes the basis for identifying short and long-term opportunities and the action steps to get there.

The process is not rigid and it is tailored to the individual needs of each organization and institution. The Herman Miller Performance Environments group offers the Visioning Session as one of many tools used in improving the alignment of the environments, place, and organizational attributes to an institution’s performance drivers.
The Visioning process is designed to offer the following advantages:

- Unrestrained input
- Active involvement
- Instant feedback
- Enhanced commitment
- Consensus building
- Issues prioritization
- Clear demographics
- Enhanced creativity
- Documented results
- Anonymous input

**RESPONSES**

George Land’s Breakpoint and Beyond recognizes that change is constant, unpredictable and accelerating. It has forced organizations and institutions to deal with many alternatives in the process of creating work and learning environments. Institutions respond to change in different ways:

- Ignore the problem exists by minimizing the consequences
- Aggressively confront the problem, addressing each obstacle with expenditures in time, energy and money yielding short-term results
- Find a band-aid solution in order to return the system to “normal” with a short term fix
- Assess the situation; produce a variety of alternative ideas that lead to solutions – an opportunity for positive change

**ORGANIZATIONAL GROWTH MODEL**

Proactive organizations and institutions view change as an opportunity. They seek to include employees in the planning process as part of the solution development process.

Organized systems go through three stages of growth. First is a formative stage of growth – inventive and exploratory with anything possible in the process of discovering a workable pattern. A normative stage follows – the possibilities are narrowed as focus is upon refining, improving and managing the pattern. Ultimately, a point is reached where the organization becomes so large and complex that it exhausts its ability to grow.

A breakpoint occurs by breaking from the past and demanding new rules for success. Breakpoint change is creating what has never been seen before and couldn’t be predicted by the past. Humans are capable of seeing a painting before painting it, hearing music before it is played, visualizing an athletic outcome before it occurs.

By placing yourself in the future and imagining something that has already happened and that is successful, and then identifying the attributes of the future, clarity about the ideal future is achieved.
THE LIVING OFFICE

The Living Office helps people customize their methods, tools, and places of work to express and enable shared character and purpose.

It is based on what is fundamental to all humans and evolves continuously in response to change.

It is a more natural and desirable workplace that fosters greater connection, creativity, productivity, and ultimately, greater prosperity for all.

The following exploration of Living Office concepts and settings could provide a strong foundation for supporting the performance drivers and the learning landscapes that the Carpenter Library Learning Commons must sustain into the future.
WORK SETTINGS

Living Office provides people with a variety of spaces that are optimized to support work and interaction. We call these spaces settings. Each of the following 10 settings is distinct in its purpose, scale, and sociability. Each may be executed in a variety of ways to enable purpose, express character, or enhance the activities or work.
HAVEN

A Haven is a small shelter where concentrative, focused work can be done without distractions - and alternatively, a place to unwind. It can be an enclosed room, or a semi-sheltered space in the open. It may offer a work surface and ergonomic seating or take on a more relaxed feel.

It should also provide for the use of personal technology and other tools. A share Haven must be easily locatable in the landscape.
HIVE

A Hive takes advantage of co-location to help drive work forward. The setting offers a grouping of individual work points and ergonomic seating.

Variances in spatial division, storage density, and boundary define the character of the space and enable the specific work that is to occur there.

Further ergonomic considerations may include the optimal placement of fixed and adjustable technology.
Featured Product
Canvas Office Landscape
SAYL Seating

Featured Product
Geiger Peer Table
Setu Seating
JUMP SPACE

A Jump Space consists of highly approachable work points that facilitate work for a distinct and discrete period of time between other activities. For this reason they tend to be located among highly trafficked routes, or adjacent to busy intersections within the landscape.

A Jump Space may help connect people from disparate locations or teams who otherwise would not meet. It can be configured with comfortable seating and with bar or table height surfaces.
CLUBHOUSE

A Clubhouse is a working neighborhood that generally belongs to a team assigned to a specific, long-term project. A variety of individual and group work points with ergonomic seating enable people to cycle between tasks and activities and use fixed, mobile, personal, and remote technology.

A Clubhouse should offer ample surfaces to display and share in-process work. This setting has defined edges with porosity for visual access.
COVE

A Cove is a compact space within proximity to individual work points or common areas that enable people to assemble and engage with each other for a short period of time.

A Cove may also accommodate remote participants with provisions for fixed and personal technology. Enough boundary to avoid disrupting others is essential.

Territorial by nature, Coves are used more readily by the people working nearest to them.
Featured Product
Canvas Office Landscape
Public Office Landscape
Nemschoff Table
Featured Product
Geiger Lumen Table
Setu Seating
Geiger H-Frame Credenza
Geiger Caucus Cabinet
MEETING SPACE

A Meeting Space is designed to support information sharing - whether it’s a single speaker at the head of the room, or a group of peers talking and listening among themselves.

For this reason, a Meeting Space requires great lines of sight for everyone, including remote participants. Vertical display surfaces encourage ideation and interaction.

Adequate perimeter space enables circulation and frees movement. A Meeting Space tends to be architecturally bounded.

Featured Product
Setu Seating & Tables
Swoop Seating
Steelwood Shelving
LANDING

A Landing is an open perching spot adjacent to Meeting Spaces or Forums. Prior to a meeting it provides a gathering space for attendees. After, it takes advantage of the visual continuity between the Landing and its contiguous Meeting Space as an aid to contextual memory, and helps drive the work that happens in this setting.

Provisions that welcome a brief gathering drive the utility of each Landing.
Featured Product
Locale
Spun Chair
Setu & Lyra Seating
Everywhere Table
WORKSHOP

A Workshop is the ideal setting for people to work together to generate new ideas and drive their work forward. It offers easy access to analog and digital tools and surfaces to display and create work.

People should always be able to see and hear each other easily. A variety of postures and distinct groupings of mobile furniture allow people to choose and arrange how the space best suits their work in the moment. Adequate circulation space encourages movement.

Featured Product
Geiger Caucus Table
Setu Seating
Compass & Canvas
Teneo
FORUM

A Forum is designed to support the presentation of content. This is enabled by a clearly defined point of focus in the space, which tends to be architecturally enclosed.

Critical elements include a good line of sight for everyone in the audience, excellent sound and lighting, and the capacity to engage remote participants.

A variety of furniture selections may be provided, and it should be repositionable to best suit each presentation and audience.
Featured Product
Public Office Landscape
Setu & Deja-Vu Seating
Eames Molded Plastic Seating
Tavolo XZ3 & Kotatsu Tables

Featured Product
Deja-Vu Stool
Geiger Peer Table
Swoop Seating & Tables
Everywhere Table
PLAZA

A plaza acts as the vibrant and dynamic heart of the landscape—a place where people can intuitively take the pulse of the organization. They are open, welcoming, Metaform spaces situated at major intersections and highly trafficked areas of the work environment. They support a diverse range of experiences and populations.

A plaza encourages mixing and mingling, enables multiple work activities simultaneously, helps broadcast information, and provides amenities as a point of attraction.
Attendees & favorite smartphone app:
1. Deb: email – readily accessible, all the time, constant connection, addiction like
2. Kathy: picture sharing and Facetime – connection to others
3. Len: Seat Guru app, choice
4. Jeff: MOD music platform, accessibility – variety
5. Dee: kindle – reading, leisure at any time
7. Christina: map function on phone – navigation and direction
8. Sarah: Pintrest – creative escape
9. Paige: Sudoku – complexities of game, relaxing,
10. James: map my route, biking, fun exercise, planning

Key Stakeholder Groups:
• Library project group/team
• Library staff not on project
• Champions
  • AVP
  • ITS
  • Library
  • CIRT
  • Undergrad studies
• Project Collaborators
• Undergrad studies
• ACE
• English
• ITS
• Faculty
• Students
• Alumni
• Community
• Distance Learners = Virtual Users
• Funders

Potential Partnerships:
• Academic Center for Excellence (ACE)
• English/Writing Program
• Center for Instruction and Research Technology (CIRT)
• Information Technology Services (ITS)
• Freshman Experience
• Auxiliary Services
• One Stop
• UNF faculty
• Student Government
Obstacles & Enablers:

Obstacles:

Funding
Current layout
Not enough group study spaces
Not enough collaborative spaces
Access to power
Networked connectivity lacking and unpredictable
  • Wired
  • Wireless
Current technology
  • Especially in collaborative spaces
Having the technology that students WANT to use
Not supporting Bring Your Own Device “BYOD”
Access
Software that is commonly used
  • Virtual lab needs more software, variety
Quantity of computers
Students not leveraging the physical brick and mortar library for searching (grad student comments)
Individual spaces are not supportive of people are coming in with lots of devices
Current furniture is not supporting flexibility and various needs of both individuals and groups
  • Cube like
  • No elbow room
  • Not enough room to spread out mainly due to outlet locations. People can’t stay in the library very long if they are bringing their own devices, or checking out laptops and they want to move around the space.
  • Story of students all gathering around a screen at a cube.
  • Cubes are not conducive to display like this, or group work
Lack of flexibility
Many makeshift spaces and areas to support all types of work
The comfortable sofas – although comfy- they are placed in areas where they are not easily accessible, or desirable places to sit – they are in corners, not out in the open or in higher traffic areas
Coffee bar accessibility
  • You have to go outside to access it, and the hours of operation do not match that of the library
Hours of operations
  • Not good for grad students – not procrastinators – later hours, weekend hours =more hours
Lack of designated Technology training space (esp. for faculty)

Enablers:

Staff
  • All parties/stakeholders are interested and invested in this project
  • Open to change
  • Committed to the project
Online presence of library
  • Easy to use and connect to library from home, for example.
  • Articles are available online
Virtual lab (but need more software)
Software
  • In its current state, it’s functioning and adequate but it could be better and is Moving forward,
Comfort
  • Lounge furniture, especially sofas- coveted seating
Floor division is effective
  • 1-2 talking floors
  • 3-4 quiet floors
Obstacles & Enablers:

Enablers Continued:

Analog tools
- Whiteboards
- Projectors
- High use
- First come first serve
- Is supply meeting demand?

Central location of library
- Main center of gravity on campus = great opportunity, lots of foot traffic, hub and spoke
- Even despite growth, the library has managed to stay in the center of campus

Student foot traffic is not lacking

Hours of operations
- Good for undergrads

Good relationships with vendors
- Lighting
- Walls
- Etc…

ASSUMPTION OF OWNERSHIP:
Integration of student input
Managing expectations and perceptions
Integration of additional key stakeholder groups throughout the process
- Not just students, but
- Staff
- Faculty
- Food service
- Alumni
- Donors
- Etc…

Develop plan of how to get student buy in

Solicit students input via
- Focus groups
- survey

Vision Attributes of Place

**Choice/Variety**
- Maker spaces
- Where (space)/when (hours) and w/ whom to work
- Use it when you need it
- Collaboratories
- JIT – Just in Time
- Virtual options

**Availability of Tools**
- Table top painted whiteboards
- Walls painted with whiteboard materials
- Mobile Whiteboards
- Smartboards
- Laptops
- 3d printing
- IPads
- Charging cords
- Media
- Inductive power
- Poster printing
- Equipment
Integrated delivery of services
- Shared Service desk space to support
  - Kiosks
  - Equipment
  - Distance Services
  - Tutoring
  - Space for Group Presentations
    - “Collaboratories”
  - Recording area
  - The scheduling required to make this happen seamlessly
  - Integration of virtual users
    - With technology
      - Video collaboration
      - Smartboards
      - Virtual help desk
        » “Mayday” – kindle

Comfort
- Welcoming,
- Inviting
- Lounge
- Cozy nooks
- Intuitive
- predictability
- Sounds and activity level
- Both Individual and group spaces
- Integration of quiet and active spaces
- Blending of social and study space
- Community
- Quiet
  - Heads down
- Active
  - Group work, or for those seeking to work in areas that have more noise and things going on.
  - Social space like Starbucks that isn’t a student union
  - “their space” – addressing the culture & cultural needs of students

Wayfinding
- Signage

Accessibility
- Support for mobile devices/technologies
  - Checkout
  - Wireless access
  - Digital displays for screen sharing
  - Infrastructure to support these things
  - Devices that are supporting of accessing information
  - Meeting the needs of virtual users

Flexible Spaces
- Spaces
  - High impact/low cost
  - Wide open
  - Hoteling
  - Multi-purpose
    - reconfigurable
  - Furnishings
    - Height adjustability
  - ADA Compliance
VOTING RESULTS:

**Importance** (in order of importance)
- 9.63  Flexible Spaces
- 8.00  Availability of Tools
- 7.29  Integrated Delivery of Services
- 6.80  Wayfinding
- 6.38  Accessibility
- 4.75  Comfort
- 4.25  Choice/Variety

**Performance** (least performing in red)
- 4.25  Accessibility
- 4.13  Wayfinding
- 4.00  Availability of Tools
- 3.83  Choice/Variety
- 3.75  Comfort
- 3.38  Integrated Delivery of Services
- 2.50  Flexible Spaces
THANK YOU

Herman Miller appreciates the opportunity to conduct the Key Stakeholder Visioning Workshop as part of the process to design and implement an engaging new environment for the Carpenter Library Learning Commons.

This report contains the output of the Key Stakeholder Visioning Workshop conducted on October 30th, 2013.

For any additional information or questions about the process or the information contained in this report, please contact:

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