

# The Library: a strategic tool serving the University of Luxembourg (UL)

Development Plan 2013-2017



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## Foreword

Information is at the heart of the University's work and a major challenge for the future will be to exploit the potential of information in programmes of teaching and research. The availability of new multimedia resources opens up new ways for students to engage with their disciplines and an increasing volume of networked data can be harnessed to support evidence-based research. The shift to digital formats makes the skills of librarians increasingly important as they negotiate issues of access, licensing, rights and archiving on behalf of the University which is both a producer and consumer of information.

The support provided by information professionals is a key element of the attraction of the University library to students. Many students use the library as their base whilst they are on campus: the combination of a welcoming environment, extended opening hours, a choice of study areas for independent and group work, rich information resources with help from skilled staff at hand explains why the library has become the focus for the delivery of a wide range of support which often stretches beyond conventional library functions.

The University has already taken a number of important steps which will provide a solid foundation to take forward the proposals set out in this Development Plan. The key to the Plan's successful implementation will be collaboration between the University community – the President's office, senior managers, teaching staff, researchers, students – and library staff. Collaboration should be encouraged at every level, from the setting of University strategies to the planning of new programmes of study and research, as well as day-to-day working on problems and projects.

The proposal to introduce regular library surveys will ensure that the library retains a strong focus on meeting the requirements of students and academic staff. Evidence from the surveys will also help to monitor the impact of library provision. The ultimate goal of this evaluation should be to understand the relationship between the use of information resources and academic success. This is a complex area, but the preliminary results from JISC-funded work in the UK suggests that there is a relationship between library usage and degree outcomes. A further study emphasises the value of libraries and scholarly reading to researchers. Evaluation will also provide further opportunities for collaboration between librarians, teachers and educational researchers which will help the University to monitor the changing nature of student learning and to anticipate the requirements of future generations of students.

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serving the University of Luxembourg (UL)  
Development Plan 2013 - 2017**

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**Cover picture: The Maison du Livre**  
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<sup>1</sup> In this document, the term “the Library” or BUL is used as a catch-all expression covering all the University’s various libraries. The Development Plan is intended to embrace the University’s entire library network, of which the Maison du Livre will become the cornerstone.

## 1. Introduction: the new face of the University's libraries

Today's development of the University of Luxembourg Library (BUL) forms an integral part of the wholesale transformation taking place in university and research libraries that got underway not only in Europe but also Stateside and in Asia nearly 15 years ago.

From this movement, whose fundamental roots lie in the **exponential** – and seemingly infinite – **development of digital technologies**, have emerged previously unattained opportunities for increasing knowledge and abilities for carrying out research. The digital working environment has become an ineluctable reality for accessing information.

**Libraries** have embraced that environment in order to organise information, help understand it and place it at the disposal of students, teachers and researchers by offering them value-added services like access to comprehensive national and international catalogues of bibliographical references, tens of thousands of electronic journals in every discipline, providing highly specialised periodical articles on demand, within very short deadlines, etc. Parallel to this, they offer users on-line reference services, targeted training on using and processing information and act as knowledge mediators. Within the organisation of the areas they occupy and the services they offer, they also incorporate major changes occurring in the pedagogy of education.

**Libraries themselves** have acquired very refined acumen in the various knowledge disciplines by becoming **knowledge specialists (subject specialists or information specialists)**. They have made wide-sweeping changes to the way in which they work, thus making themselves into essential partners for users – mainly researchers – whom they help get the most out of all the advantages and opportunities offered by worldwide networking, including those offered by open access and social networks.

**Student services** have also greatly evolved thanks to the development of free access to collections and on-line services and the range of diversified work spaces that are available, allowing a combination of personal work in a common space or in a specific space with collaborative working. If we add in the incorporation into the designs of many new buildings of a “single point of access” for social-type services (exchange forums, accommodation, food & beverage, health), administrative services (matriculation, monitoring students' course progress), educational and cultural services (methodological support, tutorials, associations, meeting people, informal communication, etc.) which were previously dispersed throughout the university, users can simultaneously benefit from the services of a true learning centre and a real living space.

**The general public** is also a privileged target for these new university libraries, because its presence takes the place of those in the daily sphere of “ordinary” life and proffers an opening into the socio-economic world and the development of synergies among the university milieu, the business world and the associative world.

Finally, **the partnership between services**, and even the integration of hitherto autonomous services, has become a key factor in the development of universities' intra-mural libraries, by furthering the sharing of objectives and making the means for achieving them available to all: administrative, pedagogical, digital and multi-media resources, thus contributing to the fostering of team spirit and a broadening of the competences of all staff.

The inauguration of the Maison du Livre in Belval, in particular, places the BUL on a fully equal footing within the network of these "new" libraries, firmly anchored as they are in modern times. It still needs to progress, but the goals it needs to achieve are clearly identified and some are in the process of being attained. Nonetheless, they are reliant on having greater numbers of staff who are mindful of the need to update their knowledge and extend their skills sets in line with the new functions that are being engendered by all these changes.

The BUL's Development Plan 2013–2017, which is presented in the following sections, first of all gives an account of what has been achieved in the recent past. It then sets out what still needs to be done for the present Library to evolve into this "new" library model, one that has to be able to respond reactively and effectively to the educational and research needs of today's society, while preparing for the changes of tomorrow.

## **2. What kind of Library do users want in the future?**

**Everything is based upon six basic principles:**

- 1. The Library places users at the heart of its documentary function**, whether they are students, teachers or researchers, by making available to them reference documentation and constantly updated collections of all types in the various disciplines taught at the University and in all the areas of research in which the academic community is involved.

It institutes structured, visible services aimed specifically at them and offers them value-added services – mainly methodological ones – that further their independence and allow them to develop their information skills. The functions of accommodating, informing, training, advising and listening to users form the Library's essential missions.

It relies on the professionalism of its staff and their ability to react and put in place all the forms of action and services for which the Library's audience has a need, constantly ensuring that quality has remained the watchword, all initiated over the period 2006 to 2010.

- 2. Strongly anchored in Luxembourg's documentary apparatus, the Library is the gateway to the University's entire collections of documents. By making its multidisciplinary collections available, it embraces the University's desire to promote interdisciplinarity.**

**As the University's prime information provider**, the Library is responsible for the reasoned acquisitions policy for its document collections. In exercising this responsibility, it gives preference to all forms of collaborative working with teachers and researchers by utilising their profound knowledge of their disciplines and research projects. In addition, it has full,

transparent administrative responsibility for all orders, including for the specific needs of teaching and research.

3. **The Library is a tool with a highly digital dimension**, and therefore forms an important partner in the University's digital strategy (spreading knowledge digitally; production, acquisition, management and conservation strategies for digital content, etc.).
4. **It is a support and guide to the teaching function** which the University has instituted taking account of all the new forms of learning (collaborative working, access to on-line resources, etc.), changes in student behaviour (mobility, nomadism, growing use of information and communication technologies, the burgeoning of social networks) and creating within its various premises diversified spaces that are welcoming and comfortable and encourage their development.
5. **It actively participates in the deployment and promotion of a gamut of services aimed at teachers and researchers**, in particular:
  - Providing, both remotely and at the different sites, all subject and cross-subject documentation in support of research, especially via its open access publications server open access and the speedy electronic delivery of journal articles not available at the Library's sites;
  - Help in getting to grips with the available document resources;
  - Help with publication;
  - Production of a catalogue of quality resources prepared by information specialists working in partnership with the University's faculties and departments;
  - Provision of areas where people of all disciplines can meet, exchange ideas and work together, thus fostering peer inspiration and knowledge innovation; and, finally,
  - The systematic gathering and conservation of institutional archives, increasing the University's visibility and enhancing its research profile.
6. **The Library is extensively open to its users**, both intra-mural and extra-mural, so as to promote optimum utilisation of its facilities throughout the year and to allow everyone to take ownership of the services and premises it offers.

It favours all forms of cooperation with other university entities and facilitates relations between such entities. Because of its visibility and dimensions, the size of its document areas and the wide range of seating available, including many collaborative working areas within the collections, the Maison du Livre in particular will function as a true hub where its different users will converge and meet: whether students and researchers amongst themselves or together, University staff, etc. These teaching and seminar rooms, like its conference hall, are made available to the University's community whereas its cafeteria, exhibition areas and reading garden will constitute a unifying living space within the new campus.

Adherence to and development of these fundamental principles will make the Library the visible manifestation of the values of education and knowledge dispensed by the UL, and thus play a part in its attraction. By offering ease of access to content of excellent quality, the Library is there to make research less onerous and to augment its worth. Its aptitude to promote and exploit all new technologies and the new models of communication among researchers will thus lend assistance to increasing the efficiency of research. Its ability to anticipate change and its opening-up to the outside world, both nationally and internationally, will enable it to play an active part in the initiatives taken across the University.

To ensure complete success, however, the Library must continue the quest that it embarked on in 2006 towards continually enhancing the quality of the services it provides to its users.

### **3. Previous steps in the development of the BUL**

Though created several decades ago, the BUL's four constituent libraries on the campuses at Limpertsberg, Walferdange and Kirchberg have developed little in terms of the services offered and the deployment of professional technical tools. The Limpertsberg library is more advanced with regards, in particular, to its incorporation within the Network of Luxembourg Libraries, which was piloted by the National Library of Luxembourg (BnL).

Hence, **before 2006**, it could be seen that, although the document acquisitions budget was far from negligible (€500,000 to €800,000 a year), there was little or no formalised, professional administration of these libraries. There was access to most of their collections, but the majority of them were accommodated on shelving via a system of classification used for indirectly accessing the collections (storage rooms). The libraries had a tendency to accept all donations, gifts that, to a large extent, were not always indexed in the BUL catalogue. There was no administration of collections of periodicals, even though they were bought in considerable numbers (nearly 1,000 titles). There was no measured "weeding" of the collections, nor was there any systematic theft protection for the direct access collections. The Limpertsberg library only lent works over weekends. The entire staff allocated to the four libraries numbered no more than seven persons on unlimited duration contracts.

The BUL was still living under a philosophy of "accumulating collections" and not one of providing "services" to the university community.

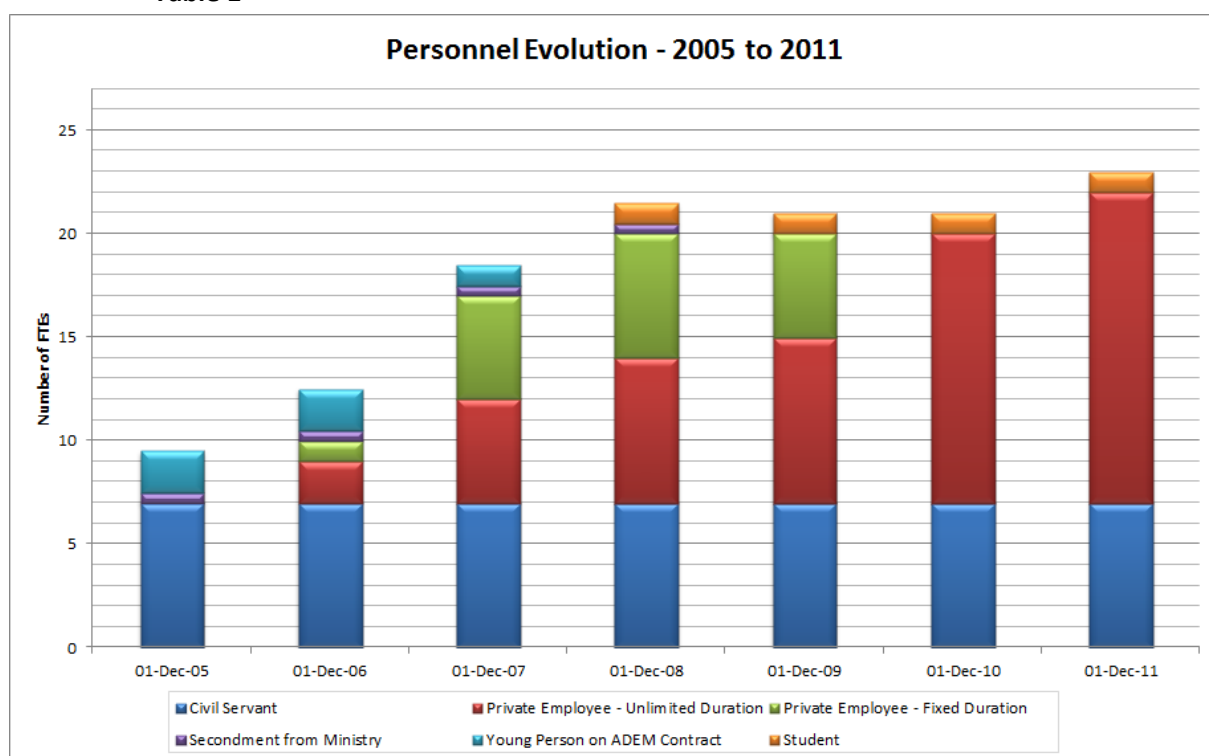
**Since 2006**, much progress has been made, thanks, first, to the support of and close cooperation with the BnL and, second, to a realisation by the University of the need to **recruit more staff, with a leaning at that stage towards the development of staff with qualifications in library and information sciences.**

The workforce now numbers 22.

The three tables below show:

- growth in the number of staff between 2005 and 2011 and a split according to recruitment method (Table 1);
- growth in the number of staff between 2005 and 2011 according to level of university and professional qualification (Table 2);
- growth in the number of staff and user visits between 2008 and 2011 (Table 3), with the number of staff growing 10% over the period and use of services itself increasing by nearly 47%.

**Table 1**



Source: BUL – Key Data, 2008-2011

**Table 2**

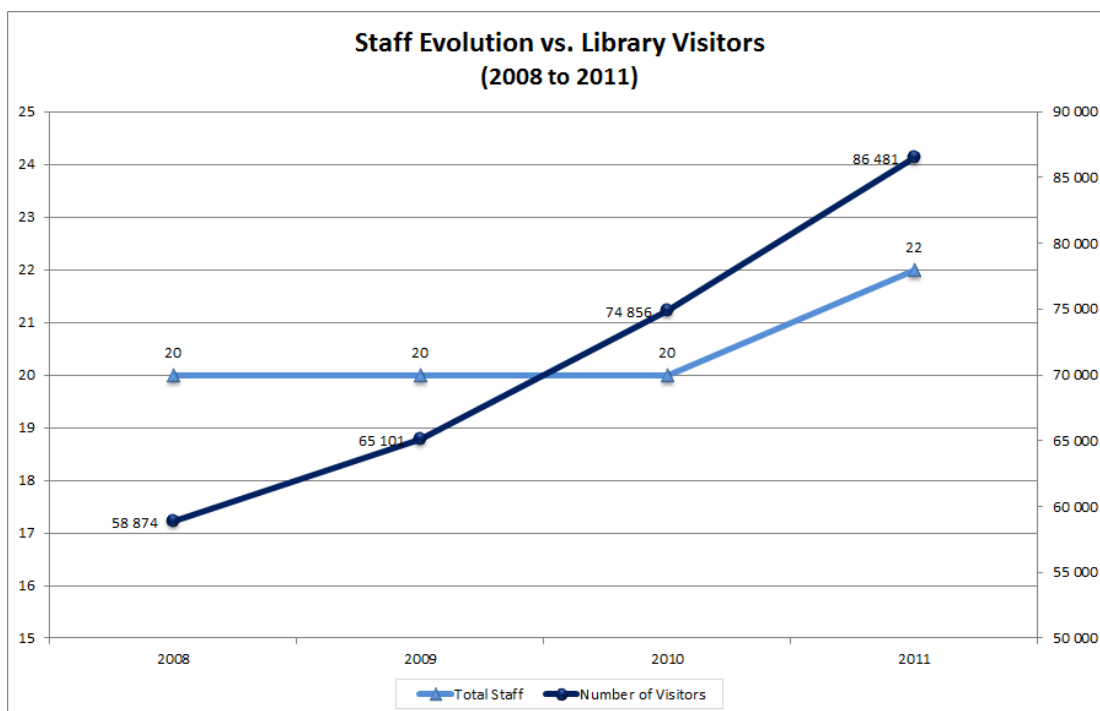
	Number of staff in 2005 (FTE)	Number of staff in 2011 (FTE)
Undergraduate or post-graduate degree in Library or Information Science	0	12
Undergraduate or post-graduate degree in other specialities	5.5	8
No higher education degree	2	2

Source: BUL – Key Data, 2008–2011

Varied formal education level of the staff of the BUL excluding students and those on ADEM contracts



**Table 3**

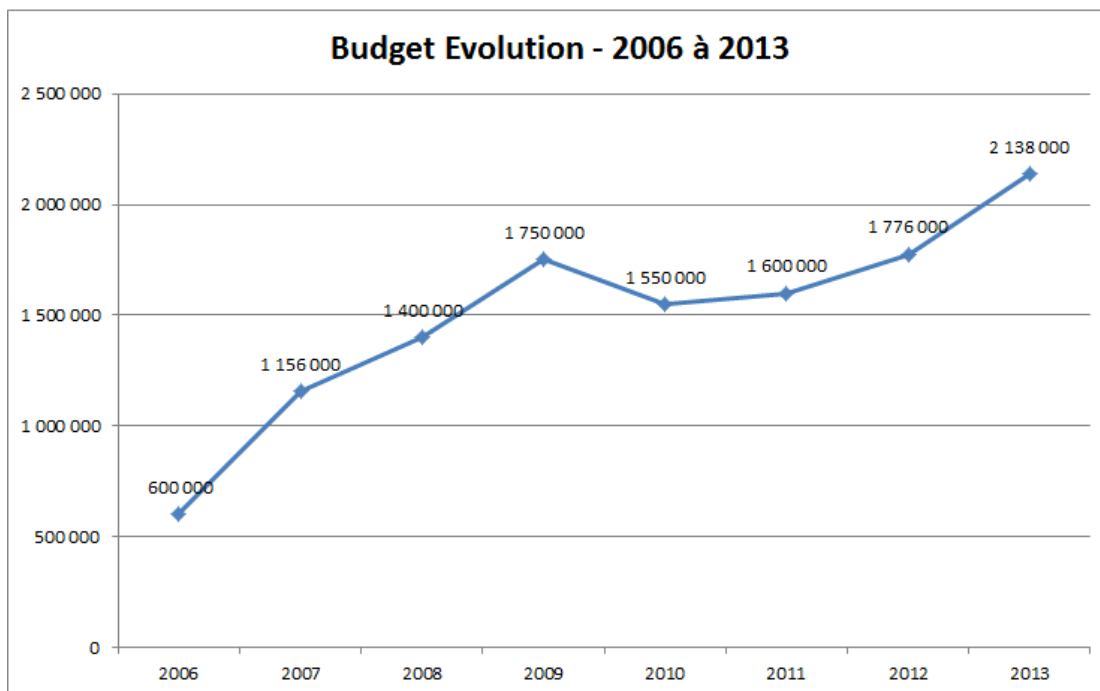


Source: BUL – Key Data, 2008–2011

**At the same time:**

- **The BUL's document acquisitions budget** virtually tripled between 2006 and 2012: €600,000 in 2006, €1.6 million in 2011 and €1.77 million in 2012. The projection for 2013 corresponds to the requested, but as yet unconfirmed, budget (Table 4).

**Table 4**



Source: BUL – Key Data, 2008–2011

- In 2007, the Library **centralised all periodicals subscriptions**, covering around a thousand titles, including subscriptions to journals sent directly to the offices of teachers and researchers.
- Since 2008, the University's entire **document acquisitions** have gone through the BUL. The paper trail has been completely reviewed and more stringent administration of the collections common to the four libraries has been put in place.
- **A collective catalogue** common to the four libraries has been offered to users since 2010, thus facilitating their documentary research, with a shuttle vehicle coming into service to transport monographs (2008) and periodicals (2010) between the libraries, services that are warmly appreciated by the University community (nearly 2,300 works transported between the campuses in 2011).
- **Reader registrations** have been harmonised and there is now a single registration for all the libraries.
- Standardised **document lending** and on-line support services were introduced in Limpertsberg in 2007, and then rolled out to the other libraries.
- **Concerning the collections**, a measured "weeding" of the documents has been embarked upon, as has their reclassification according to a system common to all the libraries. Over 120,000 volumes from seven different classification systems had thus been processed by the end of 2011 and processed for being put into direct access. A start has been made on cleaning and systematically overhauling the collections, a procedure that was rendered unavoidable when infiltrations of damp were detected in a number of stores in 2010 and 2011.
- A **document acquisitions charter** has been drawn up. The charter is a public document aimed at informing all users of the principles the Library has adopted in constituting its collections, and it will ensure the development and consistency of acquisitions in step with the University's course subjects and fields of research.
- The **public spaces** have been partly or entirely remodelled to enhance users' comfort and safety.
- **User training activities** have been started up: 500 to 800 new students visit the Library each year for an induction into using its facilities and resources and in document research; however, this activity is in decline due to the lack of staff able to be assigned to it.
- The various libraries' opening times were standardised and extended in 2008 (Limpertsberg and Kirchberg: + 5 hours a week; Walferdange: + 10 hours a week).

### To achieve this progress, the Library possesses considerable advantages:

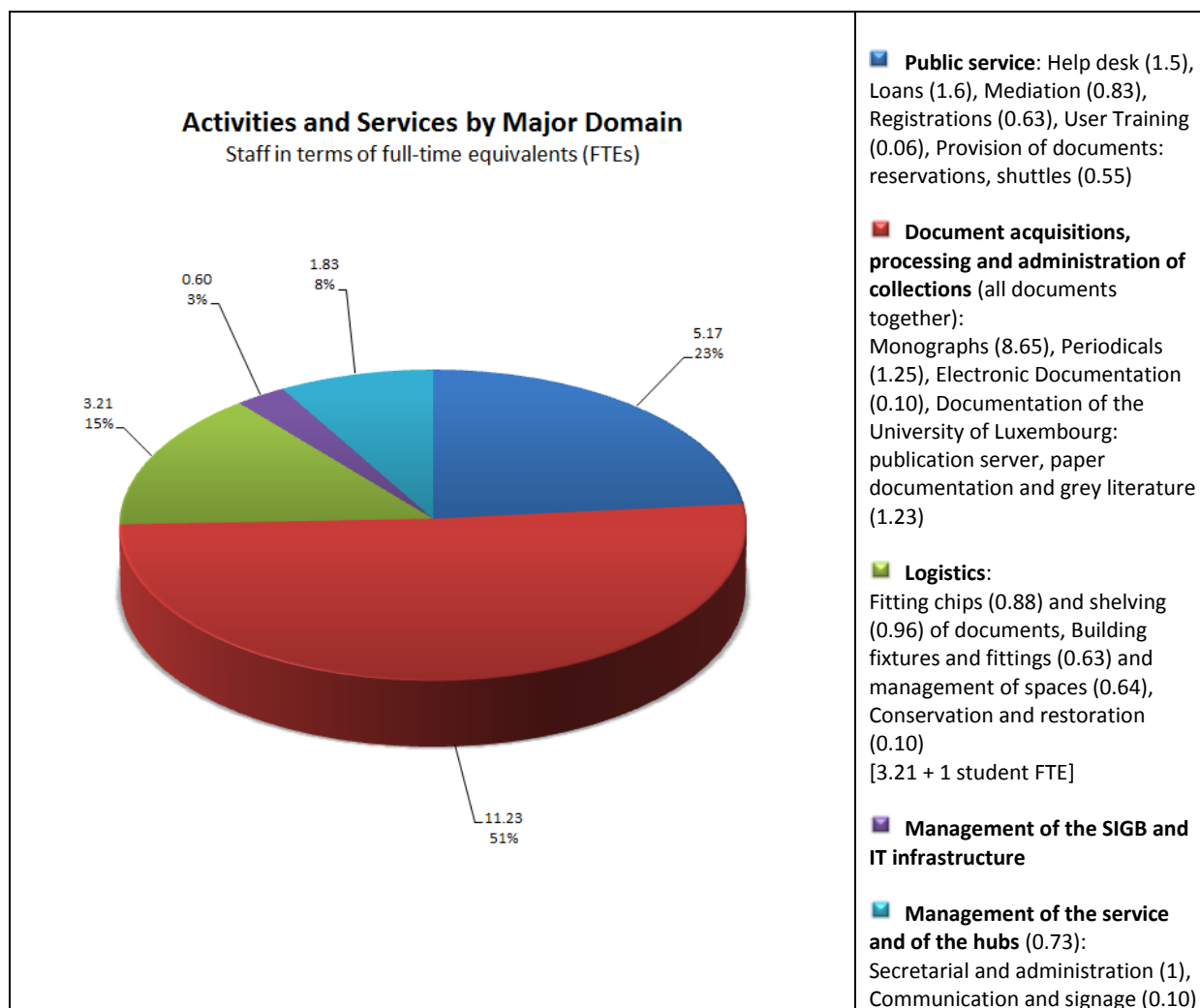
- **Its printed collections**, acquired over a good many years (250,000 works and 1,000 subscriptions to academic periodicals), supported by an appropriate budget (see Table 4, page 8).
- The major **digital collections** provided on Findit.lu (over 300 bibliographical or content databases, 45,000 periodical titles, and 40,000 e-books), with acquisitions maintained by a concomitant budget (see Table 4, page 8).
- **An organisation grounded in library science**, now structured and legible, with a vocation of transparency vis-à-vis the entire University.
- Its commitment to listening to and entering into **permanent dialogue with its users** thanks to the creation of the Users' Committee in 2010, which meets four times a year; it is made up of three student representatives, two staff representatives from each of the three faculties, the deputy research director of education and two representatives of the BUL. The Users' Committee is a body for communication and dialogue between the BUL and those that use its services. Its main objective is to function as a channel and bridge for communication between the Library and its users.
- Its **strong links** and the close collaboration with privileged partners:
  - The BnL: it takes responsibility for managing the server, the administration system for the libraries and related services operated jointly by the members of the Network of Luxembourg Libraries, of which the BUL forms part.
  - The Consortium Luxembourg (Findit.lu) also administered and piloted by the BnL.
- **Its involvement** in the work done within the networks of libraries, whether of Luxembourg or in the Grande Région, and its collaboration with the Libraries Network of the University of Liège, especially in terms of setting up the open access digital repository.
- Its engagement in **active partnership with the various administrative departments of the University** (Research Office, Studies and Student Life Service, IT Department, Accounting and Finance Department, Human Resources Department, Infrastructure and Logistics Department, Communications Department, in particular) and with the three faculties.
- Its highly motivated **staff**, closely involved in the success of the Library's development projects, keen to hone their training and evolve to a higher level of professionalism and follow the continual developments in the profession.

- Its strong involvement in the **design and organisation of the new library buildings** aspired to by the University, and especially the future Maison du Livre in Belval (see below, page 18).

**Its staff** currently spread their working time among the various activities and services set out in Table 5, below.

The data refers to 2011, on the basis of 22 assigned staff (+ 1 student FTE).

**Table 5**



## 4. The challenges for the period 2013-2017

### 4.1 Actions to be taken

As we step into 2012, the Library is confronted with a **very large number of tasks** requiring significantly more substantial human resources, in order to:

- **Develop new, public-oriented services (10 actions)**

- **Action 1**

Make the University's knowledge production visible and promote it on the web by creating a digital repository containing all the institutional publications;

- **Action 2**

Find out and target the needs and expectations of its users by carrying out surveys;

- **Action 3**

Develop an information service in each of the different disciplines, on site and electronically;

- **Action 4**

Develop a training programme for document research, in collaboration with the University's teaching staff;

- **Action 5**

Provide better access to documentation by setting up a service to deliver books and articles from national and international periodicals on request, in liaison with the BnL: at present, 5,300 periodical articles are requested by University staff and supplied by the BnL;

- **Action 6**

Offer a new lending service for available printed periodicals (including archives);

- **Action 7**

Set up a new dissertation and thesis consultation service;

- **Action 8**

Facilitate access to reference works for training courses by putting in place electronic tools and collections presented by discipline or by course;

- **Action 9**

Grant access to a collective catalogue of the entire documentary resources of the libraries constituting the University of the Grande Région (UGR);

➤ **Action 10**

Follow technical developments in tools that will improve the quality of the services, including development of the Library Information and Management System (SIGB), the true backbone of the BUL, which the BnL administers and continually updates.

▪ **Continue and complete the document work that has been embarked upon:**

➤ **Action 11**

Make the document collections more attractive by developing the document policy per discipline and for periodicals;

**Use the Bibnet catalogue to place all documentary resources available within the University at users' disposal, i.e.:**

➤ **Action 12**

documents currently in storage, which are not visible because they have not been sorted and catalogued. In addition, it should be noted that account is not currently taken of the very many documents (certainly more than several tens of thousands) that are distributed among various departments of the University at present and that will probably be transferred to the BUL when the moves are made to Belval;

➤ **Action 13**

all the new acquisitions booked against **all** the University's budgets (apart from the Library's) and that are not indexed or subject to any library-administrative processing, i.e. around 4,000 documents out of 10,000 a year at present, but which will have to be increased to 15,000 a year;

➤ **Action 14**

▪ **Gather together all the University's grey literature;**

➤ **Action 15**

▪ **Improve the conditions under which the collections are conserved**, particularly by cleaning them regularly;

➤ **Action 16**

▪ **Improve the help-desk facilities for readers** in the library spaces;

➤ **Action 17**

▪ **Suggest an increase of five hours a week in the opening times of the two libraries in Limpertsberg and Walferdange** in a period of high growth in the frequency of user visits;

▪ **Make arrangements for the move to Belval, i.e.:**

➤ **Action 18**

Prepare for the opening of the Maison du Livre in terms both of fitting out the areas and of organising the transfer of the collections; set up a temporary library there and, within it,

organise the transfer and rehousing of the two libraries in Walferdange pending the opening of the Maison du Livre;

➤ **Action 19**

- When the time comes, bring to completion the other **projects for establishing and fitting out libraries** for the University (FDEF/masters and doctoral students, FSTC) and ensuring the future operation of these libraries;

➤ **Action 20**

- Continue **cooperation with other departments** (BnL, Consortium Luxembourg, University of the Grande Région, the University's various administrative departments, the Faculties, etc.);

- Improve the **Library's management and internal organisation** by:

➤ **Action 21**

Drafting up a new organisational chart and a project for developing human resources in conjunction with the University's Human Resources Department;

➤ **Action 22**

Developing tools for management and the professional training of staff;

➤ **Action 23**

Complete the formalisation of all the management procedures used in the BUL libraries as a step towards providing users with a quality service and ensuring transparency vis-à-vis the University (for example, user information on the status of orders placed with the Library and the date when documents will be available for loan, etc.);

➤ **Action 24**

- **Fit the entire collection of direct access documents with RFID chips** (Radio Frequency Identification) to ensure more efficient and faster administration of loans using lending and return machines, to allow speedier re-shelving of works and to carry out the annual inventory of the collections. This equipment allows users of many libraries across the world to access their libraries without formality 24/7.

## 4.2 The conditions for developing the Library

The conditions for developing the Library centre, fundamentally, on **the recruitment of staff, in terms of numbers and qualifications.**

Although, at the present time, the Library is able, with the staff at its disposal, to take care of actions 9, 10, 16, 20 and 21, it is unable to take on any additional tasks – at the constant level of annual acquisitions and processing of document collections, and the public opening of the libraries – unless it cuts back on current actions or gives up on others. This could, for instance, mean having to abandon the work to be carried out on the document collections or keeping services open to the public, or reducing the annual volume of acquisitions, etc., something which it is hard to conceive of.

**The actions that are new or that are to be developed** (actions 1, 2, 3, 4, 5, 6, 7, 8, 11, 12, 13, 14, 15, 17, 18, 19, 22, 23 and 24) are set out in Table 6 below and the needs for additional staff are analysed in light of the existing workforce. It should be noted that actions 1, 2, 5, 11, 18, 19, 22 and 23 require staff with a high level of qualification.

Each of the actions has been “evaluated” in terms of full-time equivalent (FTE) staff, either on the basis that the time needed for actions that are already on-going but that is essential to bring to completion is known or on the basis of results gathered from other libraries that have themselves had to take steps in some similar field or another.

These staff needs are expressed as full-time equivalents (FTEs) on the basis of an **annual average working time of 1,624 hours.**

This annual average time is calculated on the basis of the employee’s actual presence at his work post (less professional training time; if training time is included, an employee’s annual average working time is 1,704 hours).

The calculation is done as follows:

- Weekly working time: 40 hours
- Annual staff holidays: an average of 32 days, i.e. 6 weeks and 2 days (most of the BUL staff is under 50 years old) + 2 weeks corresponding to 10 bank holidays, i.e. 8 weeks and 2 says
- Average absence for sick leave: 1 week a year
- Professional training: an average of 2 weeks a year (10 days)

i.e. 11 weeks and 2 days of absence a year and 40 weeks and 3 days of work corresponding to 1,624 hours.

**Table 6 – Staff needed for actions that are new or to be developed (new jobs 2013–2017)**

Action to be done between now and the opening of the Maison du Livre	Current staff (2012) (FTEs)	Job creation (2013–2017) to achieve successful completion (FTEs)
<b>Develop new public-oriented services</b>		
<b>Action 1</b> Make the University’s academic production visible	1	1
<b>Action 2</b> Conduct surveys of the public	New action 0	0.5
<b>Action 3</b> Develop an information service in the various disciplines	0.83	2.27
<b>Action 4</b>	New action	1.94



<b>Action to be done between now and the opening of the Maison du Livre</b>		<b>Current staff (2012) (FTEs)</b>	<b>Job creation (2013–2017) to achieve successful completion (FTEs)</b>
	Training users in documentary research	[0.06]	
	<b>Action 5</b> Provide better access to research by setting up a delivery service of monographs and periodical articles on request	New action 0	2
	<b>Action 6</b> Offer a new lending service for available printed periodicals	1.25	4.75 Including 1 temporary FTE and 2 student FTEs for one year
	<b>Action 7</b> Set up a new dissertation and thesis consultation service	New action 0.16	0.84 Including 0.5 temporary FTE for two years
	<b>Action 8</b> Set up reference libraries per discipline/course	0.20	0.8
<b>Continue and complete the document work that has already been started</b>			
	<b>Action 11</b> Make the document collections more attractive by developing a document policy per discipline	2	4
	<b>Action 12</b> Sort and catalogue the documents not currently visible in the Bibnet catalogue	1	8 temporary FTEs for 4 years <b>(Note 1)</b> Including 2 student FTEs
	<b>Action 13</b> Process all new documentation acquired within the University: 15,000 volumes	7.65	7 Including 1.5 student FTE <b>(Note 2)</b>
	<b>Action 14</b> Gather together and promote the University's grey literature	New action 0.05	0.15
	<b>Action 15</b> Improve conservation conditions for the collections through cleaning	New action 0.10	1.7 Including 1.5 student FTE <b>(Note 3)</b>
	<b>Action 17</b> Extend the opening times of the libraries in Limpertsberg and Walferdange by 5 hours a week	2.25 FTEs for the two libraries	1.05 FTE <b>(Note 4)</b>
	<b>Action 18</b> Manage the move to Belval: set up a temporary library + transfer the two libraries in Walferdange	New action	1
	<b>Action 19</b> Bring to completion the projects for setting up libraries for the University and ensure their future operation: - FDEF - FSTC	New action  0 0	  1
<b>Administer the BUL/improve the management and internal organisation of the BUL</b>			
	<b>Action 22</b> Develop tools for management and professional staff training	1.83 (including 1 secretarial/administrative FTE)	6 (including 2 secretarial/administrative FTEs)
	<b>Action 23</b> Complete formalisation of all the		

Action to be done between now and the opening of the Maison du Livre		Current staff (2012) (FTEs)	Job creation (2013–2017) to achieve successful completion (FTEs)
	administrative procedures used in the BUL libraries		
	<b>Action 24</b> Fit the entire direct access collection with RFID chips	New action 0	2.6 FTEs for one year Including 2.3 temporary FTEs and 0.3 permanent FTEs <b>(Note 5)</b>
<b>TOTAL</b>		[21,3]  22 taking account of work not included in this table	<b>46.6 FTEs</b> <b>Viz.:</b> <b>34.8 FTEs, including 5 student FTEs, will be “permanent” staff, who will continue their employment at the Maison du Livre and 11.8 FTEs, including 2 students, will be temporary staff</b>

**Note 1:** 35,000 documents located in the BUL’s warehouse storage need to be sorted, inventoried and processed for inclusion in the Bibnet catalogue. At a rate of 1½ hours a document: this represents 52,500 hours of work, or 32.3 FTEs. Spread over the years from mid-2012 to mid-2016, this process represents **8 FTE’s a year**.

**Note 2:** Of the 10,000 monographs currently acquired by the BUL, around 4,000 go directly to University departments other than the BUL and are not available in the Bibnet catalogue. Processing them completely needs an additional 1 hour per document, or 4,000 hours of work annually. Plus, it would be desirable for the BUL to be able to acquire 5,000 additional documents each year owing to the continual increase in the number of UL students, i.e. a processing time of 5,000 x 1½ = 7,500 additional hours. Altogether, this represents 11,500 hours a year, or **7 additional FTEs**.

**Note 3:** On the basis of 3.5 linear metres (lm) of collection cleaned each hour and a total of 250,000 volumes of monographs (30 volumes per lm) to be cleaned before the collections are put into the Maison du Livre, 2,381 hours of work needed, i.e. **1.5 new FTEs**. For the periodicals: 1,700 lm of periodicals, equivalent in volume to 51,000 monographs, same basis as for monographs, i.e. **0.3 FTEs**.

**Figures based on the current times for cleaning the collections.**

**Note 4:** Calculation taking account of the current shortfall of 0.6 FTEs and done on the basis of 55 opening hours per week, 46 weeks a year in both libraries in Walferdange and Limpertsberg, i.e. 460 additional hours a year. The 1.05 FTE is to be spread over a minimum of 4 people in order to make it possible to extend the opening times.

**Note 5:** 250,000 volumes to be fitted; on the basis of 60 documents per hour per person = 4,166 hours of work, or **2.3 FTEs over one year + 0.3 FTEs for planning over one year (mid-2014–mid-2016)**.

## 5. A special place in the BUL project: the Maison du Livre in Belval

### 5.1 What spaces will people be experiencing? Description of the functional spaces

The BUL project, its principles, its ambitions and its objectives have been set out on pages 4 to 6 above. The Maison du Livre in Belval will be its cornerstone: its bold, emblematic architecture will be a symbol for the entire University as a whole.

Its **functional programme**, which was developed in 2008, defines it as “an ensemble of services organised around a collection of documents and a system of information” at the disposal of all the University’s users, students, researchers, administrative staff and the relevant general public. The details of its functional programme and organisation were set out in “Bill 6255 on the institution of the university library in Belval”, which was tabled before the Chambre des Députés on 22 March 2011.

It centres on three large types of space:

- **Public access:** the library as a place of research, a place of work, a place of study, a place of learning, and also as a place for living;
- **Conserving the less commonly used documents** (warehouse storage);
- **Staff needs** for administrative tasks and managing the collections along with management of the BUL.

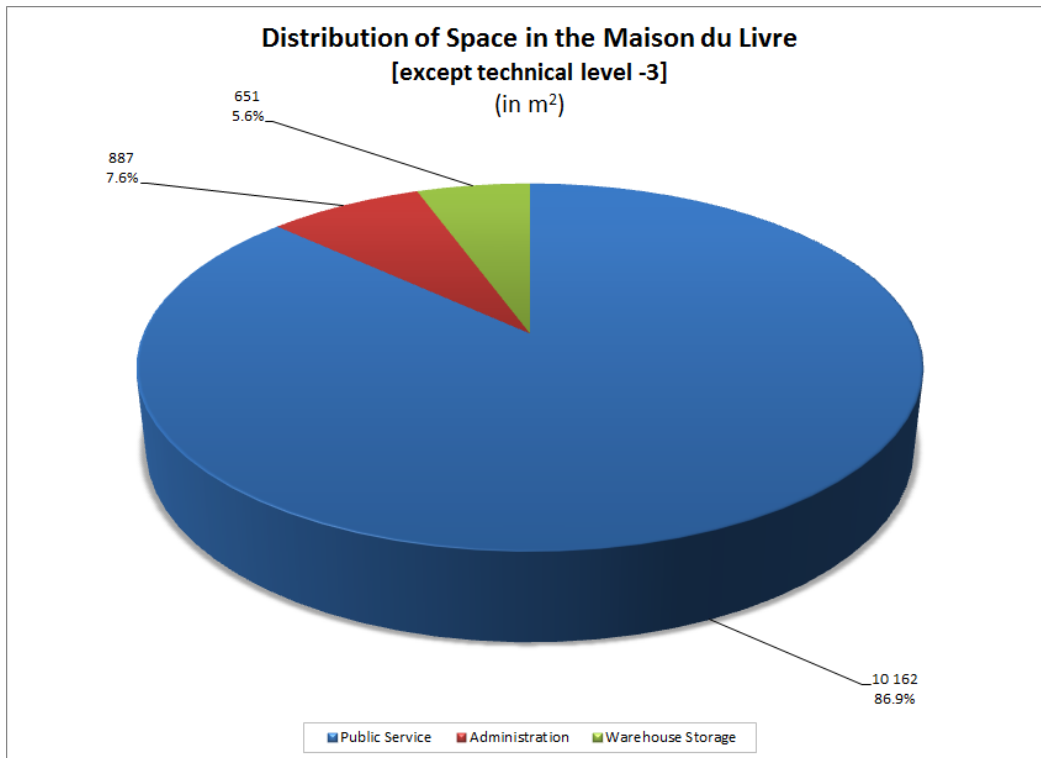
Table 7 sets out the **distribution of space in the Maison du Livre** (according to the August 2010 architectural plans)

**Table 7**

<b>Distribution of space in the Maison du Livre (surface area)</b>			
<b>Name of services</b>		<b>Useable surface area (m<sup>2</sup>)</b>	<b>Useable surface area (m<sup>2</sup>) and %</b>
<b>Public services</b>	Entrance	278	
	Direct access collections	7,021	
	Consultation desks		
	Group work rooms (6 seats)	152	
	Individual Study Carrels (13 seats)	107	
	Seminar rooms (2 areas)	196	
	Training rooms (3 rooms)	548	
	Photocopiers (5 areas)	68	
Conference room plus annexes		316	735
Lobby and cloakrooms		163	
Bistro / Cafeteria		256	
Library Garden		170	170
<b>Surface area of public services</b>			<b>10,162 (86.8%)</b>
<b>Administration</b>		887	887 (approx. 7.6%)
<b>Warehouse storage</b>		651	651 (approx. 5.6%)

Distribution of space in the Maison du Livre (surface area)		
Name of services	Useable surface area (m <sup>2</sup> )	Useable surface area (m <sup>2</sup> ) and %
TOTAL SURFACE AREA		11,700 (100%)

**Table 8 – Distribution of space in the Maison du Livre (as a percentage of surface area)**



It goes without saying that the surface areas allocated to **public services** are by far the largest, since they represent nearly 87% of the building's total useable surface area (10,162 m<sup>2</sup> out of 11,700 m<sup>2</sup>), whereas the warehouse storage and BUL administration each have 5.6% and 7.6% of the total useable surface area:

- 5 large open-space floors will house the direct access collections (about 150,000 volumes of monographs and periodicals), the general consultation areas and more specialised work rooms (group work rooms, individual study carrels for researchers, seminar rooms and training rooms), offering a total of 974 seats (see Tables 9 and 10, below).
- The meeting rooms, for formal or informal gatherings, and the cultural, leadership activity and leisure rooms (Conference Room, Lobby, Cafeteria and Library Garden) for their part represent more than 7% of the surface area allocated to public services (735 m<sup>2</sup>) and form the heart of the Maison du Livre and the Belval Campus.

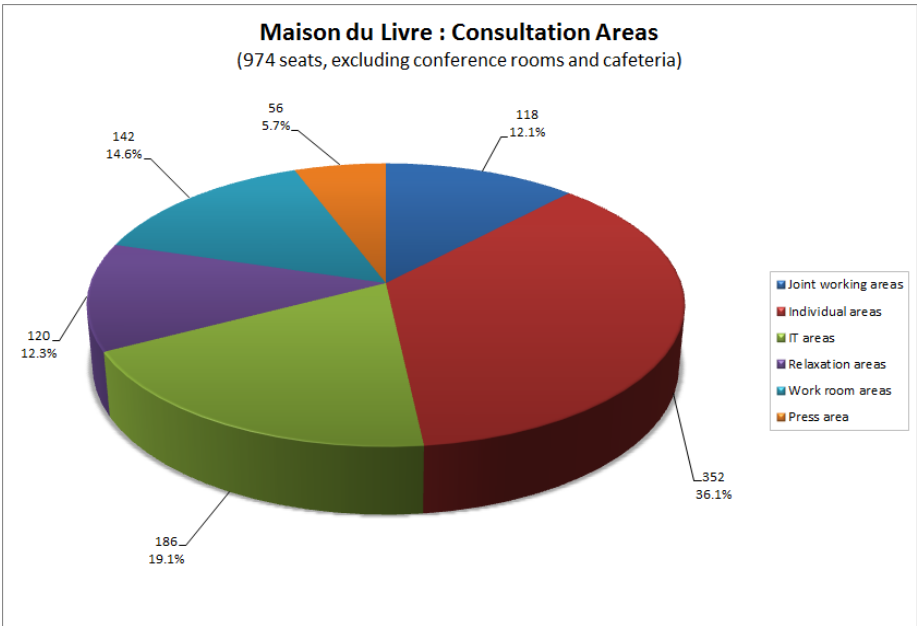
The **warehouse storage** can store up to 270,000 documents on moveable shelving.

The **administrative areas** will form a work area for around 60 permanent or temporary employees.

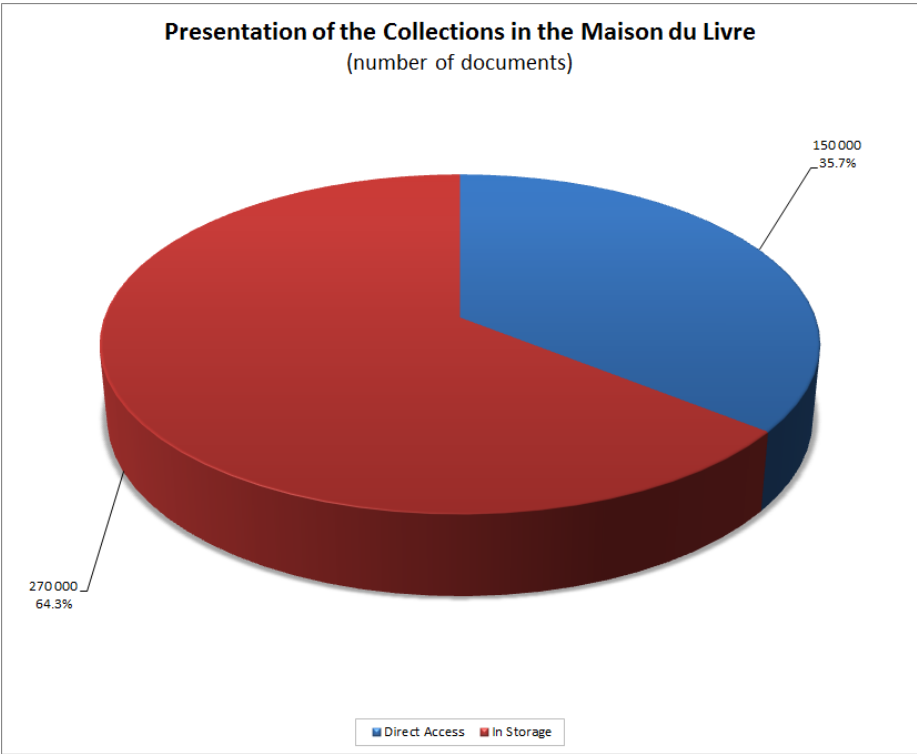
The desire to ensure that **the spaces are flexible and adaptable** to the future needs of the University community, and to ensure the **comfort and ambience** of a true living area for the amenity of users,

have resulted in a particular effort being put into the interior fittings of the Maison du Livre; the architect has also paid particular attention to the acoustic treatment of these areas.

**Table 9 – Consultation Areas**



**Table 10 – Collections in open access areas and warehouse storage**



## 5.2 The Maison du Livre staff

### 5.2.1. The public service and public opening hours scenarios

**To be able to respond to users' needs**, the Maison du Livre has to centre its offering on the diversity and quality of the **services offered to its various audiences** and on **suitable opening times**. The method for calculating the annual working time of staff members has been explained above on page 15. It is 1,624 hours a year.

**Two factors must be borne in mind:**

1. **The first service offering is not dependent on the building's opening times.** It covers, in particular, user-training, virtual mediation (e-mail answers to user requests, on-line reference services, etc.), research support (publications, copyright, open access, etc.), and public surveys and evaluation.

**Table 11: Service offering independent of opening times (in FTEs)**

<b>Typology of services not dependent on public opening times</b>	<b>Complement needed per activity (FTEs)</b>
User training (Note 1)	2.5
Virtual mediation	2
Research support	1.5
Surveys and evaluation	0.5
<b>Total</b>	<b>6.5</b>

**Note 1:** 2.5 FTEs needed to provide user training. To that has to be added an assessment of the working time for joint working with the University's teaching body and the student-contract work for tutorials.

2. **Other services are dependent on opening times and the number of service points to be set up:** welcome and user orientation, loans/returns and handing over documents, registration and information service, mediation (which includes IT support).

For these services, the library will provide:

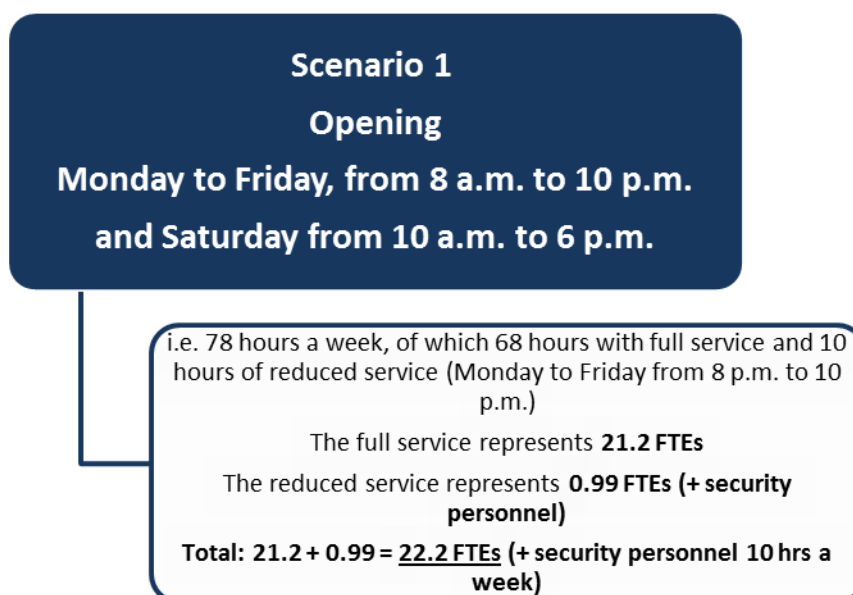
- a "full service": a period when the Library makes provision to furnish all services at all service points.
- a "reduced service", by which the public can be offered extended opening times, but only providing a part of these services (fewer staff at service points, fewer staff in mediation, etc.). Without fail, this reduced service must go hand in hand with security measures to ensure the safety of property and persons. See Table 12 below.

**Table 12 – Public service points and manning of posts**

Typology of public service points	Number of physical service points	Manning of physical service points	
		Full service	Reduced service
Main desk / Orientation (ground floor)	2	1.5	1
Loans/returns + handing over documents (ground floor)	3	3	0
Registration (ground floor)	2	1.5	0
Mediation (4 upper floors)	5	5	2.5
<b>TOTAL</b>		<b>11</b>	<b>3.5</b>

Four scenarios are presented in turn, corresponding to the weekly times of opening to the various types of audience. They refer to Table 12 above for the manning of posts.

The method of calculation used is as follows: number of public opening hours multiplied by the number of posts needed (i.e. 11 for a full service and 3.5 for a reduced service) multiplied by the number of weeks for which the University is open (46 weeks), all divided by the staff's annual working time (1,624 hours).<sup>2</sup>



<sup>2</sup> At present, memo RH-01/2010 governing the “additional hours and organisation of working time” lays down a general framework for the administrative staff (which the BUL staff is equated to), which sets down “the flexible working hours”. This flexible working hours makes provision for fixed work slots, with others being moveable, and with the evening time generally being planned until 7 p.m. The memo provides that the fixed/moveable slots “may nonetheless be adjusted to service-organisation needs”.

Concerning working on Saturdays, that day is treated like a working day corresponding to a moveable slot, use of which is subject to the following rules (“unless otherwise provided in the employment contract/job description”):

- “persons required to work a Saturday shall be notified at least two weeks in advance”,
- “Saturday working is limited to 3 Saturdays a year”.

If the limit of three Saturdays a year is exceeded, the hours worked are to be dealt with under the overtime rules.

The estimates contained in this document take no account of the off-setting of overtime relative to working on Saturdays (1½ hours off per hour of overtime worked).

**Scenario 2**  
**Opening**  
**Monday to Friday, from 8 a.m. to 10 p.m.**  
**and Saturday from 10 a.m. to 6 p.m.**

i.e. 78 hours a week, of which 58 hours with full service and 10 hours of reduced service (Monday to Friday from 8 p.m. to 10 p.m.)

The full service represents **18.1 FTEs**

The reduced service represents **1.98 FTEs (+ security personnel)**

**Total:  $18.1 + 1.98 = 20.08$  FTEs (+ security personnel 20 hrs a week)**

**Scenario 3**  
**Opening**  
**Monday to Friday, from 8 a.m. to 8 p.m.**  
**and Saturday from 1 p.m. to 6 p.m.**

i.e. 65 hours a week, of which 55 hours of full service and 10 hours of reduced service (Monday to Friday, from 6 p.m. to 8 p.m.)

The full service represents **17.1 FTEs**

The reduced service represents **0.99 FTEs (+ security personnel)**

**Total:  $17.1 + 0.99 = 18.09$  FTEs (+ security personnel 10 hrs a week)**



**Scenario 4**  
**Opening**  
**Monday to Friday, from 8 a.m. to 6 p.m.**  
**and Saturday from 1 p.m. to 6 p.m.**

i.e. 55 hours a week, 55 hours of full service

**No reduced service in this minimalist scenario.**

i.e. 55 hours of public opening per week

The full service represents: 27,830 hrs / 1,624 hrs = **17.1 FTEs**

Table 13 below sets out the entire staff numbers needed to provide the various services to the public.

**Table 13**

Total staff numbers needed to provide the various services								
	Public opening (hours per week)			Staff (FTEs)				
	Total opening hours	of which		Staff for the public service depending on opening times (1)			Staff for the public service independent of opening times (2)	Total (1) + (2) all services together (regardless of whether dependent on opening times)
		Full service	Reduced service	Full service	Reduced service	Total		
Scenario 1 (note 1)	78 h	68 hrs	10 hrs	21.2	0.99 + security	<b>22.2 + security</b>	6.5	<b>28.7 + security</b>
Scenario 2	78 h	58 hrs	20 hrs	18.1	1.98 + security	<b>20 + security</b>	6.5	<b>26.5 + security</b>
Scenario 3 (note 2)	65 h	55 hrs	10 hrs	17.1	0.99 + security	<b>18.1 + security</b>	6.5	<b>24.6 + security</b>
Scenario 4	55 h	55 hrs	-	17.1	-	<b>17.1</b>	6.5	<b>23.6</b>

(Note 1) 78 hrs per week without reduced service represents 24.3 FTEs (only for organising services dependent on opening times).

(Note 2) 65 hrs per week without reduced service represents 20.25 FTEs (only for organising services dependent on opening times).

**5.2.2. Document acquisitions, processing and shelving of the collections**

Part of the library’s staff works to make documents available, to augment the attractiveness of the collections, covering all documents together.

In particular, the staff needs calculated on the basis of the acquisition and processing of:

- 15,000 books made available annually,
- 1,000 periodicals subscriptions,
- between 50,000 and 100,000 electronic books (Findit.lu),
- 300 to 400 databases (Findit.lu).

See Table 14, below.

**Table 14**

<b>Staff numbers needed per type of activity (FTEs)</b>	
<b>Type of activity</b>	<b>FTEs</b>
Attractiveness of the collections – specialists per discipline	6
Attractiveness and making available collections of periodicals/administration	3
Conservation and making available dissertations/theses	0.5
Conservation and making available the University's grey literature	0.2
Processing new works - acquisition, cataloguing, stock and supplier administration, accounting, shelving and logistics	14.65 including 1.5 student FTEs
Management of reference libraries per course	1
Electronic documentation	1
Conservation / restoration / maintenance of the collections	0.5 including 0.3 student FTE
<b>Total</b>	<b>26.85</b> <b>including 1.8 student FTEs</b>

A further important Library task that needs to be catered for is **shelving the collections** (daily shelving and systematic shelving of the warehouse storage). It cannot be put off without seriously hampering the proper functioning of user services:

- Shelving new works: to be borne in mind: 15,000 volumes a year (20 documents an hour) or 0.46 FTEs, already accounted in processing of the collections (see Table 14: "Processing all new works")
- Daily shelving of the collections: 80,000 annual loans (20 documents an hour): **2.5 FTEs**
- Systematic shelving of direct access collections (twice a year, on the basis of 12 lm per hour): **0.63 FTEs**
- Systematic shelving of collections in storage (once a year, on the basis of 12 lm per hour): **0.4 FTEs**

Or a total of: **3.53 FTEs, of which 1.5 FTEs can be on student contracts.**

N.B.: document shelving for the 4 libraries currently corresponds to 0.96 FTEs.

### **5.2.3. Management of the BUL and its administration**

The BUL's ambitions and plans for its audiences, the opening of a temporary library and the Maison du Livre in Belval on the one hand and the development of new libraries for the University (FDEF, FSTC) on the other, mean in fact new responsibilities and a serious enlargement in the BUL's managerial activity. At present, only 1.83 FTEs take care of managing the service and its department, including its administrative aspects.

There are three major sectors that it is crucial should be developed and to which **supervisory staff** of a high professional level should be allocated:

- Service Directors and management of the various departments, including the public service: **5 FTEs** (currently: 0.73 FTEs)
- Administration, secretariat, management and accountancy: **2 FTEs** (currently: 1 FTE)
- External and internal communication: **1 FTE** (currently: 0.10 FTE)

Or a total of: **8 FTEs**

To which have to be added:

- IT development (chiefly SIGB) and multimedia: **2 FTEs** (currently: 0.60 FTEs)

## 6. Recap of HR needs and planning for the University's libraries - present and future

Table 15 below sets out all the current posts and those needing to be created between 2013 and 2017 to bring the various forms of action to successful completion, thus allowing quality collections and services to be offered and enabling the preparations for the various libraries to be carried out (on the basis of the total in Table 6).

**Table 15**

<b>Current staff FTEs (2011)</b>	<b>Jobs needing to be created between 2013 and 2017</b>
22	<p style="text-align: center;"><b>46.6 FTEs</b> (see Total in Table 6)</p> <ul style="list-style-type: none"> <li>➤ including 34.8 FTEs (of which 5 students) will be “permanent” staff, who will work at the Maison du Livre</li> <li>➤ and 11.8 FTEs (of which 2 students) will be temporary staff</li> </ul>

Table 16 below sets out all the job posts needed for the Maison du Livre to function, i.e. a total of 69.08 FTEs (of which 3.3 student FTEs).

**Table 16**

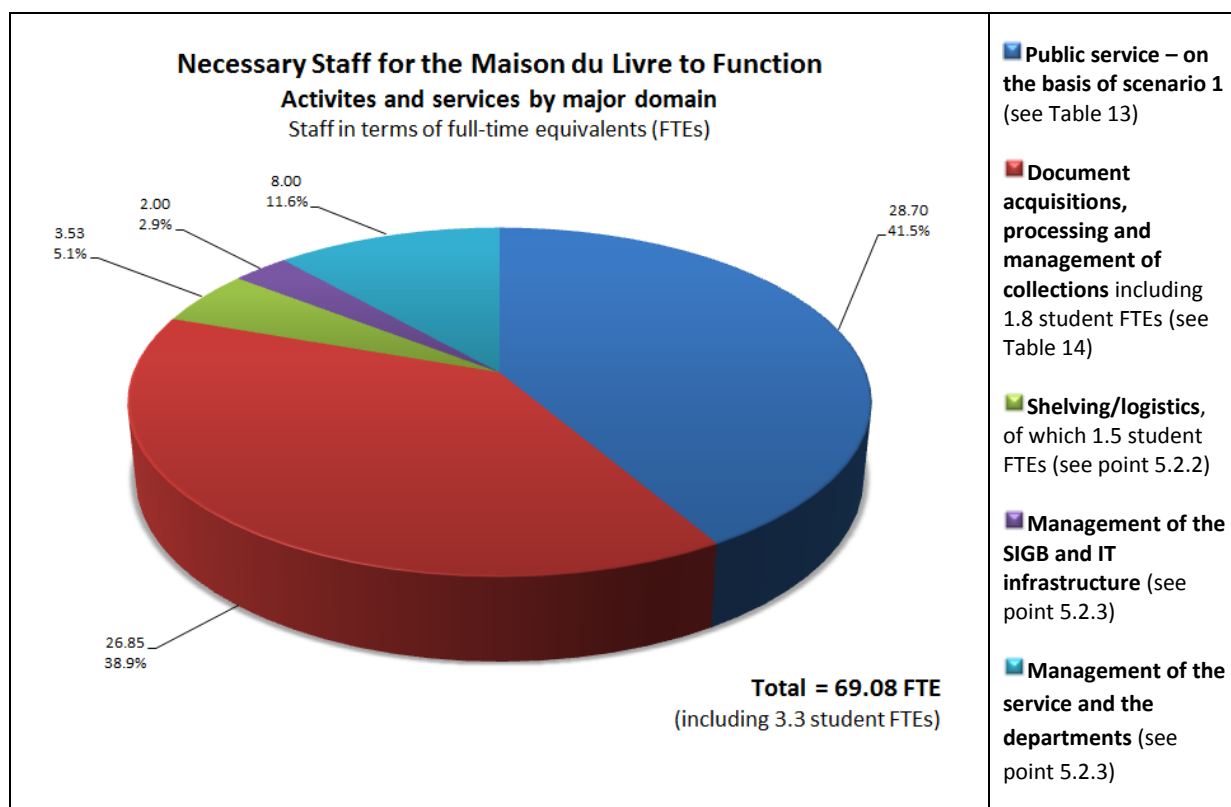


Table 17 below sets out all the job posts needed for an FDEF Library.

**Table 17**

<b>Staff needed for an FDEF library</b>	
<b>Typology of services and activities</b>	<b>FTEs needed</b>
Complement needed only to cover the opening hours of an FDEF library of a size similar to the Limpertsberg library	<b>5.1</b> <b>(Note 1)</b>

**(Note 1): FDEF Library:** same opening times as at Belval, scenario 1, i.e. 78 hrs a week (Monday to Friday, from 8 a.m. to 10 p.m. and Saturday from 10 a.m. to 6 p.m.) with a reduced service Monday to Friday, 8 p.m. to 10 p.m. On the basis of 2.5 physical service points for a full service: the complement in full-time equivalents has to be 4.8 FTEs for the full public service (68 hrs a week) and 0.3 FTEs for the reduced service (10hrs per week, on the basis of 2 service points being provided),i.e. a total of 5.1 FTEs.

Table 18 below sets out all the job posts needed for a temporary library for the FSTC

**Table 18**

<b>Staff needed for an FSTC library</b>	
<b>Typology of services and activities</b>	<b>FTEs needed</b>
Complement needed only to cover the opening hours of a temporary library at the current Kirchberg library	<b>1.42</b> <b>(Note 1)</b>

**(Note 1): FSTC Library:** opening Monday-Friday, 8 a.m. – 6 p.m., or 50 hrs per week, 46 weeks per year, with one 1 employee, i.e. **1.42 FTEs**.

Table 19 sets out the detailed planning for the University's current and future libraries (confirmed future) but in which certain dates and timetables have not yet been finalized at this time. This planning is based on:

- The need for a temporary library at Belval starting in September 2014 for users of the FLSHASE (Library 5) owing to that Faculty's move.
- Opening of the new Maison du Livre building (Library 6) which could occur any time after September 2016 without the collections/services for users of the FDEF: the FDEF's collection will remain close to users in the current Limpertsberg library (Library 1) pending the opening of a new library intended for users of the FDEF (Library 8).
- The need for a temporary library at Kirchberg (Library 7), which could be needed as of the opening of the Maison du Livre. This library will be aimed at users of the FSTC that are not yet set up in Belval. It is not therefore confirmed at this time that there is a need for this library (June 2012).

**Table 19**

	<b>April 2012</b>	<b>Summer 2014</b>	<b>September 2014</b>	<b>April 2015</b>	<b>Opening of the Maison du Livre Summer 2016-2017?</b>	<b>After the opening of the Maison du Livre September 2016–2017?</b>	<b>Future confirmed – date et timetable unknown</b>
<b>Library 1</b> Limpertsberg Library	Operating normally	Operating normally	Operating normally	Operating normally	Transfer of a large part of the collections to Belval – Maison du Livre (Library 6) (all collections except collections linked to the FDEF)	Operating normally for users of the FDEF	<b>Closure</b> and replacement by the new FDEF library (Library 8)
<b>Library 2</b> Walferdange Central Library	Operating normally	<b>Closure</b> Transfer of the collections to Belval (to Library 5) Staff move to Belval	-	-	-	-	-
<b>Library 3</b> Walferdange CDE Library	Operating normally		-	-	-	-	-
<b>Library 4</b> Kirchberg Library	Operating normally	Operating normally	Operating normally	Operating normally	<b>Closure</b> Transfer of the majority of the collections to Belval – Maison du Livre (Lib. 6)	-	-
<b>NEW LIBRARY</b> <b>Library 5</b> Temporary FLSHASE library in Belval	Start of planning	Planning stage	Opening	Operating normally	<b>Closure</b> Transfer of the collections to Belval – Maison du Livre (Lib. 6)	-	-
<b>NEW LIBRARY</b> <b>Library 6</b> Maison du Livre	Planning stage	Planning stage	Planning stage	Planning stage	Planning stage	Opening	Operating normally
<b>NEW LIBRARY</b> <b>Library 7</b> Temporary FSTC Kirchberg Library	-	Start of planning	Planning stage	Planning stage	Planning stage	Opening	<b>Closure</b>
<b>NEW LIBRARY</b> <b>Library 8</b> New Library for the FDEF	Start of planning?	Start of planning?	Planning stage?	Planning stage?	Planning stage?	Planning stage?	Opening?

## 7. Conclusion

The University of Luxembourg Library has undergone radical change since 2006. It has committed to a good many transformations affecting both the documentary aspect in the strict sense and the management of its libraries, so as to be better able to serve its users, who are its lifeblood. In particular, it has been able to institute new services while developing the more traditional ones and it has invested heavily in bringing its Maison du Livre to fruition in Belval.

Its staff has managed to develop their level of qualification and mobilise themselves in reaction to the changes and the transformation in the services to be provided to students, teachers and researchers, a transformation which is now perforce having to slow down owing to the scarcity of available space.

As has been seen in the course of the 24 actions outlined in this 5-year strategic plan for the BUL, work is required in a variety of quarters, and this is not possible with the current workforce alone: whether to acquire and process more document collections to keep pace with the growing student population, to institute services that are presently non-existent such as collating dissertations, surveys of Library users, easing access to reference works for training purposes and installing electronic tools and collections organised by discipline or by course or to offer a new lending service for available printed periodicals, or whatever, it is fundamental that additional staff should be available.

The opening of the Maison du Livre by 2016 will radically alter the scale of the Service and it is necessary for new staff resources to be deployed starting in 2013 in order to enable them to integrate a documentary dimension far beyond the proportions of those at present, especially enabling them to develop training and mediation between the available documentation and information, on the one hand, and users on the other.

The world of electronic information is in perpetual mutation and the very surfeit of information precludes ease of comprehension. The Library must develop its role as a “sieve”, or “mediator”, in this field to help clarify the need for information, select the resource on the basis of an appropriate request and process, verify, compare and organise the information. The role of university libraries in developing students’ informational skills in particular is not self-evident. It is one of their essential added values, which requires highly qualified staff. Moreover, the BUL has an important role to play at a research level: helping researchers in their documentary activities, of academic production, of enhancing their publications and, with services, collections and spaces, fostering collaboration and interdisciplinary cooperation with the objective of furthering quality and innovation.

Although the final outcome from this report might seem impressive in terms of the FTEs needed for operating the new BUL, it is nonetheless in line with similar libraries as regards the services to be provided to users: thus, the *Learning Centre* at the *Caledonian University* in Glasgow (*Saltire Centre* – 14,000 m<sup>2</sup>) has 70 FTEs, the *Nightingale Resource Centre* at Kingston (UK) has 40 FTEs for a library covering 4,300 m<sup>2</sup>, the new university library in Weimar has 44 FTEs (3,200 m<sup>2</sup>, 4,032 students) and the University of Technology in Delft (10,000 m<sup>2</sup>) has 101 FTEs and is open an average of 82 hours a week, 7 days a week, and so forth.

The results obtained one to two years after the opening of the new services are utterly significant. Thus, the rate at which the *Saltire Centre* in Glasgow was visited increased by a factor of 4<sup>3</sup>; the four *Learning Centres* in Kingston, with a student population of 20,000, receive over 2 million visits a year, or an average of 100 visits per student per annum<sup>4</sup>, whilst the *Nightingale Resource Centre* has seen a 91% growth in the occupancy rate of its reading room places in two years (2006-2008) and a further 5.26% between 2008 and 2010. Furthermore, the *Rolex Learning Centre* at the Federal Polytechnic in Lausanne saw visit frequency up by 57.2% between 2009 and 2011<sup>5</sup>.

Moreover, it has to be borne in mind that none of these libraries had to do so much work on its collections before moving as the BUL must and that their mediation services, as well as their organisation and management, were fully operational, particularly due to their having highly qualified staff well before the move to new premises.

In addition, it is obvious that all the activities planned to be developed in connection with the BUL and, more generally, in connection with the management of documentation within the UL and not set out in this document will need to factor in additional staff. Examples might include:

- processing additional donations or incorporating collections that the UL accepts,
- pooling collections or libraries within or outside the BUL,
- setting up libraries and services other than those presented in this document, etc.

The successful opening of the *Maison du Livre* in Belval is a thing of great importance to the whole University, which is going to be moving a major portion of its activity to the new Campus. The next four years are decisive for users of the BUL, and depend on how many resources can be allocated to it. The project is truly worthwhile, because it will change a library currently hampered in its activities into a 21<sup>st</sup> century library that is up to helping achieve the University's ambitions for its student and research bodies.

As a final point, at the current stage of the thought process, it has not been deemed appropriate to rank all the actions requiring to be carried out to bring the BUL up to par, whether ancillary, or the many things needing doing to the collections, the development of mediation action vis-à-vis the various audiences, the user training needing to be set up, etc. What first needs doing is for the University of Luxembourg to gain a handle on the magnitude of the task that lies ahead.

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<sup>3</sup> The 900 work places available before the *Saltire Centre* was opened were occupied at a rate of around 45%. Since opening, the occupancy rate of the 1,800 seats now available has exceeded 90%, thus quadrupling the numbers of visits.

<sup>4</sup> An increase of over 50%

<sup>5</sup> 343,000 visitors in 2009, 524,000 visitors in 2011; 2010 – year when the RLC opened – is not comparable, with visits by 870,000 people, a clue as to the vast curiosity that the new service engendered!



## 8. Annexes

### 8.1 Note on the writer of this report and the methodology used

Marie-Françoise BISBROUCK has devoted a large part of her professional life as National Curator of Libraries in France to the questions of construction, lay-out and restructuring of libraries, whether municipal or university and research institutions. She has successively been in charge of construction and general operations of municipal libraries at the Ministry of Culture (1971–1982), then of the new policy of construction and restructuring for university and research libraries at the Ministry for Higher Education and Research (1992–2000).

In addition, she was director of education and then took over management at the Training Centre for Library Careers in Paris (1983–1985), before being appointed deputy director of the Media Centre at Paris's Science and Industry Park (1986 to 1991), and was director of libraries at Paris-Sorbonne University (Paris IV) from 2000 to 2008. From 1991 to 2008, she acted as a consultant on many public and university construction projects, both in France and abroad (Spain, Portugal, Italy, Switzerland, Belgium, Hungary, and Belarus). She is still involved in numerous teaching activities.

She is very active both internationally and across Europe, and took part in the activities of the *Library Buildings and Equipment* section of IFLA (*International Federation of Library Associations and Institutions*) between 1994 and 2003, plus being a member, since 1993, of the Library Architecture Expert Group of LIBER (League of European Research Libraries).

Mrs BISBROUCK has published many articles on library construction in professional journals and directed and co-authored a number of reference works in the field, such as:

- “La bibliothèque dans la ville”, pub. Editions du Moniteur, 1983,
- “Construire une bibliothèque universitaire” pub. Editions du Cercle de la Librairie, 1993,
- “L'évaluation des bâtiments des bibliothèques universitaires : 1992-2000”, pub. Documentation française, 2000,
- “Bibliothèques d'aujourd'hui : A la conquête de nouveaux espaces”, pub. Editions du Cercle de la Librairie, December 2010.

Since the end of 2008, she has been a freelance consulting expert assisting, advising and training librarians and developers in construction, and library restructuring and refitting projects, whether in France (Lyons, Paris, Versailles, Orléans, etc.) or elsewhere (Switzerland, Luxembourg, Azerbaijan, etc.).

At the beginning of 2009, Mrs BISBROUCK was approached by Mrs Marie-Pierre PAUSCH, director of the University of Luxembourg Library, to advise on the project for setting up the Maison du Livre in Belval (additional planning of spaces and furnishing the library, assistance on proposals made by the project's architects). Various surveys were carried out jointly between 2009 and 2011 which contributed to fine-tuning the architects' documents and led to a start being made on the question of developing the Library's services even before their getting underway in Belval, the issue of staffing being central to that.

The Library's development plan (2013–2017) as figures in this document is the result of close collaboration between the Library's director, her closest staff members and the consultant. It relies

on the expertise of each of them and, for the changes already begun, on the activity report 2008–2011 issued by the Library. Various site visits, whether in Luxembourg, to the libraries in Kirchberg and Limpertsberg in particular, and the meeting with the various people in charge of the services (23 and 24 January 2012), or in Paris for working sessions (2011–2012) further contributed to finalisation of this strategic development plan. If it is accepted by the University authorities, it will place the BUL in the league of today's modern libraries, while giving it every chance of an excellent development into the future.

This document was presented at two meetings of the Users' Committee and the Library staff on 28 June 2012: views were received from a number of individuals on this founding document for the development of the BUL.

## 8.2 Table of abbreviations

BnL	National Library of Luxembourg <a href="http://www.bnL.public.lu/">http://www.bnL.public.lu/</a>
BUL	Library of the University of Luxembourg <a href="http://wwwen.uni.lu/library">http://wwwen.uni.lu/library</a>
FTE	Full-time equivalent
FDEF	Faculty of Law, Economics and Finance
FLSHASE	Faculty of Humanities, Human Sciences, Arts and Education Sciences
FSTC	Faculty of Science, Technology and Communication
JISC	Joint Information Systems Committee <a href="http://www.jisc.ac.uk/">http://www.jisc.ac.uk/</a>
RFID	Radio Frequency IDentification
SIGB	Library Information and Management System
UGR	University of the Grande Région
UL	University of Luxembourg <a href="http://www.uni.lu/">http://www.uni.lu/</a>

## 8.3 Bibliography

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[http://wwwfr.uni.lu/library/key\\_data](http://wwwfr.uni.lu/library/key_data)

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*The value of libraries for research and researchers*. Report published in March 2011 by the *Research Information Network (RIN)* and *Research Libraries United Kingdom (RLUK)*.

<http://rinarchive.jisc-collections.ac.uk/news/value-libraries-research-and-researchers>

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*Re-skilling for Research: an investigation into the role and skills of subject and liaison librarian required to effectively support the evolving information needs of researchers* – Conducted for RLUK (Research Library UK) by Mary AUCKLAND, OBE MSc HonFClip, January 2012.

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