

Health Sciences and Human Services Library

# Collaboration Space

White Paper

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## ***Executive Summary***

With a strong service mission, soon-to-come 24 hour access, proximity to the campus center and tech savvy, academically-focused staff, the Health Sciences and Human Services Library is the ideal setting to advance collaboration at the University of Maryland, Baltimore.

In June 2008, M.J. Tooley, Library Executive Director, formed a Collaboration Task Force to investigate enriching collaborative work at UMB by enhancing current space, designing new space and developing virtual space. The team identified seven functions and services that advance collaboration and production for students, faculty and staff:

- Expand flexible work areas on the first and second floor
- Design a studio in which to practice presentations
- Design a multimedia design studio with video and audio capture and playback
- Add scalable videoconferencing capability
- Upgrade selected group study rooms throughout the Library
- Add virtual study spaces to the Library website
- Expand services to include equipment loan, workshops on collaboration tools and more

Support for collaboration is scalable: in a small scale environment, collaborative space can be supported with the current level of staffing. For support on a larger scale, additional staff would be necessary. Collaboration activities may be distributed in spaces throughout the library or centralized in one location.

Prior to designing collaboration spaces and services, the Task Force recommends collecting feedback from the campus community and beginning a dialog with the schools about building partnerships to support campus-wide collaboration.

By creating human-centered collaboration spaces, with the proper technology and expert support, the Health Sciences and Human Services Library will enrich teaching, learning and research at the University of Maryland, Baltimore.

## **Introduction**

An important goal of this university and library is to advance all forms of teaching, learning, research and service. A traditional library offers space for quiet study and reflection, resources in various formats, user services, computer workstations, power and network connections, and wireless access. As the landscape of teaching, learning and research continues to change, universities recognize that collaboration and creation in the work life of the campus has become central to supporting the academic mission.<sup>1</sup>

## **Role of the Library**

Selected spaces on the University of Maryland, Baltimore's campus allow for collaborative functions. Each school offers lounge space for students, but without modular furniture and flat screen panels. The campus center will offer lounge space and tables for dining, socialization and group study and its conference rooms will be equipped with flat screen panels. Schools, such as Nursing, Pharmacy and Law, have lecture halls with videoconferencing capabilities, though these are used for large groups and the seating in lecture halls is fixed. For staff use, CITS and the Law School have PolyCom, a portable videoconferencing unit.

University of Maryland, Baltimore (UMB) schools use Blackboard or Medscope for online learning and virtual collaboration. To capture lecture and other materials, schools also use Mediasite. And in the age of social media, select groups on campus use MySpace, Facebook, Google Calendar, blogs and Second Life.

Though collaboration occurs at the schools, there is no central location on campus that encourages the various types of collaboration, in a scalable way, for groups of different sizes. The Health Sciences and Human Services Library, with our strong service mission, soon-to-come 24 hour access, proximity to the campus center and tech savvy, academically-focused staff, is the ideal setting to advance collaboration. We are "the place on campus where new and emerging technologies are combined with knowledge resources in a user-focused, service-rich environment."<sup>2</sup>

## **Designing Collaborative Space**

Successful collaborative spaces blend technology with inviting, human-centered design. The Health Sciences and Human Services Library has the benefit of having five floors with natural light, beautiful open spaces on the second and third floors and study rooms with large windows. In enhancing or modifying these spaces to encourage collaboration, planners must consider guidelines such as lighting, color and texture, soundproofing, transparency and security.<sup>3</sup>

A single collaborative space may be used in many ways so it is important to allow users to control their own environment as much as possible. Rooms should have dimmers and shades, to allow for flexible lighting. Seating and lightweight tables should be flexible and easy to move. A successful collaborative space is attractive, with room

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<sup>1</sup> Oblinger D. (2005), Leading the transition from classrooms to learning spaces: the convergence of technology, pedagogy, and space can lead to existing new models of campus interaction. *Educause Quarterly*, 1, 14-18

<sup>2</sup> Gabbard, R., Kaiser, A., Kaunelis, D. (2007) .Redesigning a library space for collaborative learning. *Computers in Libraries*, 27,6-11.

<sup>3</sup> Gee, L. (2006). Human-Centered Design Guidelines. In *Trends in Learning Space Design*, EDUCAUSE: 4-7.

colors that are compatible with video capture and videoconferencing. In some rooms, soundproofing is essential.

Transparency and visual access are also important. “Connecting visually lets people feel a part of something bigger. To see others engaged in learning can energize learners.”<sup>4</sup> When possible, use windows or glass doors (as in room 240) to allow users to view the space from the outside and to draw users in. This design guideline is especially important if the Library chooses to design a Collaborative Multipurpose Suite.

On this urban campus, it is also important that the spaces are secure and safe, especially as we envision 24 hour access to the Library.

### ***Collaborative Functions***

The Collaboration Space team recommends modifying selected areas of the Library’s physical space, purchasing equipment, and offering new and enhanced services. We also identify types of furniture, room modifications, types of hardware and software included in the space, and recommend support for and management of the collaborative functions. These recommendations are the first step. The campus community will have a role planning the space as we will gather feedback and suggestions from them regarding the priorities for and design of the space.

The team identifies seven functions/services that encourage collaboration and creation. The appendices include hardware and software, additional information on policies and staffing and links to other institutions with similar spaces.

### **Extend Information Commons (see Appendix A)**

Expand flexible work areas on the first and second floor. This enables small groups of varying sizes to work together at easily configurable tables around a shared computer or wall-mounted LCD TV panel; Purchase modular furniture outfitted with casters to encourage easy and spontaneous group study and collaboration. Students will be encouraged to move furniture into the configurations that suits their group study needs. Install a surface table in Leisure Reading, a relaxed and prominent area of the library.

#### **Activities in the Flexible Space:**

- Study together comfortably in furniture configurations that are flexible.
- Work in groups to create presentations, documents or projects and project to LCD TV panel for the group to view.
- Furnish this area so that group study or collaboration can be spontaneous and comfortable.
- Use the surface table with applications such as a 360 degree floor plan and more.

**Possible space:** All open areas on the first and second floor

### **Presentation Rehearsal Studio (see Appendix B)**

Design a studio for students, faculty and staff to practice presentations. Equip with a flat screen monitor and podium; allow for video capture and playback.

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<sup>4</sup> Gee, L. (2006). Human-centered design guidelines. In *Trends in Learning Space Design*, EDUCAUSE. (pp. 5).

**Activities in the presentation studio:**

- Build presentation skills for coursework, teaching or professional presentations.
- Capture presentations on camera and view.

**Possible Space:** CATS server room; upgraded classroom; Room 201E; Room 201 F. First floor location is preferred. Room requires soundproofing.

**Multimedia Design Studio (see Appendix C)**

Design and equip a multimedia design studio. Allow for video and audio capture and playback.

**Activities in the design studio:**

- Capture and edit video.
- Videotape an interview and incorporate into PowerPoint presentations.
- Package a project on DVD, web or iPod.
- Create a custom soundtrack for a video project.
- Add multimedia content to a web site.
- Use stop motion video capture.

**Possible space:** CATS server room; room 201E; ASC Desk (if they relocate). Room requires soundproofing.

**Videoconferencing (see Appendix D)**

Add videoconferencing capability. This is scalable and can be implemented for small, medium-sized or large groups. Small and medium-sized groups: purchase a laptop with a camera and videoconferencing software preloaded. Large groups: purchase videoconferencing software/ hardware such as Access Grid.

**Activities in the Videoconferencing Spaces:**

- Supports faculty collaboration with colleagues.
- Facilitates online continuing education.
- Supports telework on campus by enabling meetings at a distance.
- Advances distance teaching and learning.
- Allows the library to host professional meetings, such as consortial meetings.
- Allows other groups on campus to host professional meetings.

**Possible Space:** Use the laptop videoconferencing unit in an enhanced study room with a flat-screen monitor; install Access Grid or its equivalent in the Distance Education Room. Designing a room without fixed seating is preferred.

**Enhanced Study Rooms of Varying Sizes (see Appendix E)**

As usage grows, continue to upgrade study rooms throughout the library. There are 40 study rooms within the library, seven of which have been enhanced with wall mounted flat panel and tables with built-in VGA connections. Design a super-enhanced study room with a white board.

**Activities in the Enhanced Study Rooms:**

- Study together while viewing online materials displayed on a wall-mounted flat panel TV.
- Create and compose shared material.
- View online lectures and shared class material.
- Practice presentation alone or in a small group.

**Possible space:** Select study rooms throughout the library; 201E; 201F; Room 128 (graphics lab). Consult room for HS/HSL staff for consultation service.

### **Virtual Collaboration (see Appendix F)**

Add virtual study space. Enhance webpage with user-centric design linking to software or embedded with software. Many HS/HSL users are not within the physical building, but are remote users – distance faculty and students, researchers, faculty, staff and students. By adding a virtual study room the library is extending commitment to collaboration beyond physical space.

#### **Activities in the Virtual Study Space:**

- Create a “virtual study room” from the HS/HSL website.
- Invite other patrons to the room via a link in an email. Once connected, users can exchange files, video/text chat, and virtual whiteboard.
- Campus offers Mediasite – a lecture capture system that enables video and audio capture from the presenter along with whatever is processed through the computer, e.g. PowerPoint, Excel, MSWord and other applications.

**Possible space:** Virtual space required

### **New Services/Enhance Existing Services (see Appendix G)**

Loan equipment such as laptops; offer instructional design consultation service; offer plotter printing service that includes IT support; offer laptop printing. Expand support for virtual collaboration in consultations and in the classroom.

#### **Activities New Services Support:**

- Check-out laptops to use in enhanced study rooms for group study and work.
- Participate in a videoconference with a library laptop preloaded with software and a camera.
- Print posters on the public plotter.
- Offer workshops on collaboration tools or in use library collaboration services.
- Offer laptop printing.
- Offer expertise in instructional design and enhanced support for graphics.

### **Blending Functionality**

#### **Multipurpose Rooms:**

An option for design is to blend related activities into one space. Selected collaborative functions – videoconferencing, presentation practice, multimedia creation, plotter printing - can be housed in modified rooms throughout the lower level, first and second floor, Distance Education Room, classrooms, and more. These spaces are considered multipurpose rooms.

For instance, a presentation rehearsal studio and multimedia design studio may be shared in one space. A classroom may, with modifications, do double duty as a presentation rehearsal space. A room with high-end graphics equipment may be shared with a public plotter.

#### **Multipurpose Suite:**

In the design of a Multipurpose Suite, nearly all collaborative functions are integrated into one space and managed and supported together. If CATS is relocated, consider transforming suite 140 with its server room to a collaboration multipurpose suite. This area is in an ideal first floor location, with staff nearby to provide support. In one model, collaboration activities are distributed throughout the library. In a Multipurpose suite, activities are centralized into a dedicated collaboration space.

**Examples of Multipurpose Space:**

- Georgia Tech [http://librarycommons.gatech.edu/resource\\_center/conference.php](http://librarycommons.gatech.edu/resource_center/conference.php)
- MIT <http://libraries.mit.edu/stata/index.html>

***Management of and Support for Collaborative Spaces***

The planning and design of collaboration spaces involve staff throughout the library. It is recommended that the Services Division, working closely with Library Administration and CATS, be responsible for the management of the spaces. Management activities include handling registration, gathering and reporting statistics, and developing service agreements and standards.

To provide quality support for collaboration, training for staff is essential and must be ongoing as technology changes.

Collaborative initiatives are scalable. In a small scale environment, collaborative space could be supported with the current level of staffing.

- CATS and Services staff design online room registration system.
- During designated hours, Reference staff provides on-call support for use of collaboration technologies.
- CATS staff troubleshoots equipment and software problems on an on-call basis.
- CATS staff are responsible for upgrades.
- CATS and Services staff develop online and print instructions for the equipment.
- Circulation staff manages equipment loans.

To support activities on a larger scale, additional staff in CATS and Services would be necessary to support the collaboration space, its equipment and expanded services as follows:

- Instructional designer within the Services Division to provide assistance with developing multimedia projects. By-appointment-only.
- Additional staff in Reference to support on-call production activities.
- Additional staff in CATS to troubleshoot equipment and handle upgrades and software issues.

***Assessing Need***

As a next step in developing collaboration spaces, we will collect feedback from the campus community. We will also conduct ongoing assessments of the spaces as technology advances and as students and faculty develop new research, learning and teaching styles. In the assessments, we will ask users to identify: the areas within the Library they find most useful; their preferred hours of access to equipment and services; their priorities in collaboration technologies; the types of space they value; how they are



using free online tools such as Meebo and Google Docs. We will also solicit ideas for future development.

Gather feedback prior to space development:

- Conduct campus-wide online surveys using Survey Monkey
- Conduct campus-wide focus groups
- Confer with staff at the schools about the collaboration needs of their students and faculty

Ongoing assessments:

- Use data from online registration form to conduct follow-up surveys with users of our space
- Examine usage statistics and services statistics
- Develop paper survey to be placed at point-of-use

### ***Recommended Immediate Next Steps***

With some cost and with minimal changes in staffing, the Collaboration team recommends the following:

- Assess campus need for collaboration space.
- Confer with colleagues in the schools regarding collaboration activities. Begin a dialog with the schools about building partnerships to support campus-wide collaboration. In the past, we have had success in working with others to create teaching and learning opportunities for students and faculty.
- Build an online registration system. Initially, this will be used to reserve selected enhanced study rooms.
- Purchase a laptop for loan with videoconferencing software built in. This would be a new service the Library offers.
- Create a process for equipment loans, such as the laptop, at the Circulation Desk.
- Enhance Consult Room with a wall-mounted flat panel display, which would improve the quality of consultations and allow staff to promote the enhanced study rooms.
- Redesign Room 128 (former graphics lab) to be an enhanced study room with the possibility of future upgrades.
- Install a wall-mounted flat panel display near the Zs in current journal shelving with comfortable, flexible seating.
- Develop a plan to relocate index shelving.

### ***Conclusion***

It is the goal of the library to encourage collaboration and creation, while carefully maintaining private spaces for quiet study and reflection. To find the perfect balance, we must listen to the needs of our users and confer with our colleagues in the schools. By creating human-centered collaboration spaces, with the proper technology and expert support, the Health Sciences and Human Services Library will enrich teaching, learning and research on our campus.

## Bibliography and Selected Readings

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**Extend Information Commons to First and Second Floor**

Devote the first floor to library user services: two service desks, commons computing for individual work, soft seating that allows for individual work and flexible seating that allows for collaboration. The first and second floor open areas will be available to the campus when we move to 24 hour access.

The library offers open work areas on the first and second floors. However, improvements are necessary to allow for improved collaboration:

**South End of First Floor:**

Toward the South end of the building, design should emphasize collaboration: tables that can be configured in flexible ways to accommodate different group sizes and easily movable chairs. Relocate index titles to compact shelving, to make room for soft seating.

- Combine comfortable seating and flexible tables that allow for collaboration
- Add modular furniture and chairs that can be moved easily into different configurations (tables and chairs on casters)
- Install LCD TV panel on wall near Z in current journal shelving (where old ref desk table is housed). Surround with modular soft seating.
- Remove two computers along the wall to allow for group work.
- Add additional power and network connections.

**Index Shelving Area:**

- Remove index shelving and relocate to compact shelving
- Purchase soft seating
- Add power

**Commons Computing Area:**

- Replace the wavy furniture with updated furniture that allows for a combination of collaboration and individual work.
- Upgrade commons equipment including scanner/photocopiers
- Add MACs

**Leisure Reading Area:**

Install a surface table. Its applications are scalable so that functionality can be added as needed, including enhanced floor plan with information in context, video clips with library information (such as historical collection, 360 views, info on classrooms, library tour and more), and picture viewing.

- The 3' x 4' surface table can be made in-house for about \$500.

**Second Floor – East side**

- Remove some tables so that the area is more comfortable, less crowded with tables.
- Add LCD TV on flat wall at top of stairs

**Second Floor – West side**

- Remove the square table outside of Reserve and replace with round table/chairs that allow for collaboration.
- Add power in floor and internet connections.
- Replace chairs at computers with those that we will be getting in the commons area.

**Personnel:**

- Circulation and Reference provide support for computers and equipment in the open areas of the library
- CATS staff may sometimes provide support for LCD-TV panels and surface table.

**Examples of Commons Area:**

- Georgia Tech [http://librarycommons.gatech.edu/lec/group\\_computing.php](http://librarycommons.gatech.edu/lec/group_computing.php)
- University of Delaware <http://www.udel.edu/smdc>

**Presentation Rehearsal Studio**

Design and equip a studio for students, faculty and staff to practice presentations. Equip with a flat screen monitor and podium; allow for video capture and playback.

**Room Description/Furniture**

This soundproof space within the library must have camera-friendly lighting and wall colors. The studio should have a capacity for maximum 5 people. Recommended furniture:

- Counter space for equipment
- Small table with 5 chairs
- Podium

**Possible Space:** CATS server room; upgraded classroom; Room 201E; Room 201 F. First floor location is preferred.

**Recommended - Hardware/Software types**

**Podium**

- PC with Zip and CD (DVD) drives
- Video cassette recorder input ports available
- Live network connection for laptop
- Electrical power outlet for laptop
- Cable for connecting to the system
- 15" monitor

**Speakers, mounted**

**Wall mounted LCD TV**

**Input Plate (wall mounted)**

- Additional plug and cable for laptop
- Additional VHS connections if required
- Network connection
- SVideo connection

**A/V recording equipment**

- Remote Controlled Camera
- Flat screen monitor
- Signal Amplifier
- Sound mixer
- PC
- Ceiling mounted microphones
- Remote control for camera operation

**Accessory Box** (to be checked out to individual who reserves room):

- 3' and 9' extron cables for hooking up laptops
- ethernet cable

- remote control for Plasma Screen
- remote control for VCR
- remote control for camera
- wireless keyboard
- wireless mouse

**Contingency for Upgrades:**

- Up to 3x/year, as needed. Routine maintenance for hardware – consider vendor contracts for maintenance, upgrades, and replacement.

**Personnel:** IT person available all hours the room is open.

**Policy and Procedures**

Develop online registration system; cover usage of room; directions on booking the room; time limits for reserving and/or booking the room; group size limits; volume control; food/drink policy; procedure for reporting broken equipment and other issues; set-up and closing of room and equipment; check out of Accessory Box.

**Examples of Presentation Rehearsal Studio:**

- Georgia Tech Library Presentation Rehearsal Studio:  
[www.library.gatech.edu/news/rehearsal.php](http://www.library.gatech.edu/news/rehearsal.php)
- Southeast Louisiana University:
- <https://wwwdev.selu.edu/library/services/classrooms/index.html>

**Multimedia Design Studio**

Design and equip a multimedia design studio. Allow for video and audio capture and playback.

**Hardware/Software**

- Hardware
  - Video Recording Space with cameras, lighting and microphones
  - Audio Recording Hardware such as microphones and mixing boards
  - Scanners (should be able to scan 35mm slides)?
- Software
  - Video screen capturing software like Camtasia or ViewletCam
  - Video editing software such as Apple FinalCut Pro, Adobe Premiere or Avid
  - DVD creation software such as Apple DVD Studio
  - Audio editing software such as Adobe Audition or Apple Soundtrack
  - Photo manipulation and drawing software such as Adobe Photoshop and Illustrator
  - A dedicated podcast creation station may not be necessary since a podcast is just an audio or video file delivered via RSS. The audio and video stations can take care of creating the content. The user then distributes the content however they see fit.

**Personnel:** One IT person available all hours the room is open; one instructional designer by appointment.

**Policies:** Develop policies and procedures for use of the room; develop online registration system.

**Possible space:** CATS server room; room 201E; ASC Desk (if this desk relocates); Room requires soundproofing.

**Example of a Multimedia Design Studio:**

University of Delaware's Student Multimedia Design Studio:

<http://www.udel.edu/smdc/studios/studios.html>

Videoconferencing

Add videoconferencing capability. This is scalable and can be implemented for small, medium-sized or large groups. Identify an attractive room with a friendly atmosphere, since it will be on camera; design with appropriate colors on walls; consider changing or enhancing the lighting in the room; offer comfortable seating.

**Small and Medium-sized Groups:** Purchase a laptop with a camera and videoconferencing software preloaded. Check out laptop to small groups or to an individual.

**Personnel:** IT person dedicated to provide support

**Possible space:** Use in the enhanced study rooms on upper floors or in super study room.

**Policies:** Develop laptop checkout policies and procedures, including length of time checked out.

**Recommended hardware/software:**

Laptop with web conferencing software

Audio and video hardware package

**Large Groups:** Purchase videoconferencing software/ hardware such as Access Grid. This room would provide a location for the library to transmit and receive video conferences using software called Access Grid. Space should accommodate a large group (up to about 30). Moveable tables and chairs allow for classroom setup, conference style setup and more.

The Access Grid (AG) is a global network of internet-enabled locations, or nodes, equipped with AV hardware (microphones, cameras and projectors) linked by an arrangement of computers over the grid. There are others sources of videoconferencing software as well.

**Personnel:** IT person (CATS) dedicated to provide support.

**Possible Space:** The Distance Education room

**Policies:** Develop online registration system; staffing and maintenance duties of the room and the equipment; volume control; food/drink policies; procedures for reporting problems with equipment, etc.; Maintain hardware; plan on multiple upgrades of the software (approximately 3 a year, including beta upgrades).

**Recommended - Hardware/software types:**

Internet 2 capability

Hardware

- The inSORS Basic 8-Port Node (customized)
- Dell Precision Workstation 450
- 1 x Sony PROextraX multiverse projector PLC-XU33/38
- 2 x Canon VC-C4 Communication Camera
- 2 x Genelec Model 1029 Active Monitor (speaker)



- 2 x Crown Microphone
- ClearOne XAP800 Audio Conferencing System (echo cancellation)
- ClearOne XAP TH2 Telephone Interface
- Dell PowerConnect 5012 Gigabit Ethernet Switch
- Gyration RF Wireless Keyboard and Mouse

#### Software

- Operating System:
  - Microsoft Windows XP
- Applications:
  - Microsoft Office
- AGN
  - inSORS Grid Client Software
  - IGCAM - Local and remote camera control
  - IGChat - Text based chat program
  - IGPhone - Telephone integration into inSORS Grid

#### **Institutions Using Access Grid or Similar Technology:**

- University of Arizona, Tucson: <http://rc.arizona.edu/accessgrid.cfm>
- University of Arkansas Library for Medical Sciences, Little Rock: <http://www.library.uams.edu/accessgrid/aghome.aspx>
- Louisiana State University Health Sciences Center, New Orleans: <http://www.lsuhscc.edu/>
- Louisiana State University Health Sciences Center, Shreveport: <http://www.sh.lsuhscc.edu>
- National Library of Medicine: <http://www.nlm.gov>
- UMCP has four locations with Access Grids, including CLIS, the graduate library school (<http://www.accessgrid.org/node/679> )

**Enhanced Group Study Rooms of Varying Sizes**

As usage grows, continue to upgrade study rooms throughout the library. There are 40 study rooms within the library, seven of which have been enhanced with wall mounted flat panel and tables with built-in VGA connections. Design a super-enhanced study room with a white board.

**Personnel:** Services staff give quick answers and instruction. CATS is responsible for providing support for technology questions. These may increase as we add the smartboard technology.

**Policies:** Develop policies around reserving selected group study rooms. Review current policies on study rooms and update.

**Possible space for enhanced study rooms:** Select study rooms throughout the library, including the Consult room for HS/HSL staff for consultation service.

**Possible space for super study room:** Room 128 (former graphics lab); Room 210F; Room 201E.

**Example of a Smartboard:**

Wake Forest University:

<http://www1.wfubmc.edu/Library/About+the+Library/smartboards.htm>)

**Virtual Collaboration**

Design a webpage with user-centric design linking to software or embedded with software.

**Hardware/Software**

- Solutions should be able to run on existing CATS servers without the need to upgrade hardware.
- Campus offers Mediasite – a lecture capture system that enables video and audio capture from the presenter along with whatever is processed through the computer, e.g. PowerPoint, Excel, MSWord and other applications. Approx. \$17,000.00 for license.
- Software can be evaluated as new versions are released.
- Consider Meebo and GoogleDocs.

**Personnel:** Services and CATS support will need to be provided to help patrons with technical issues.

**Policies:** Develop policies and procedures regarding virtual collaboration (i.e., length of time shared space is available).

**Example of Web Collaboration:** Johns' Hopkins University: <http://facilitate.com>, a web meeting software for brainstorming and decision making.

**New Services/Enhance Existing Services**

Loan equipment such as laptops; offer instructional design consultation service; offer plotter printing service that includes IT support; offer laptop printing. Expand support for virtual collaboration in consultations and classroom.

**Personnel:** Circulation staff will manage laptop loans; IT staff will provide support for plotter printing. Services or CATS will provide expertise in instructional design. Services staff will offer additional classes and consultations in collaborative tools. If the Library provides enhanced support for graphics, multimedia services and other collaboration activities, Services staff will need training to adequately support the new activities.

**Policies:** Develop policies and procedures regarding equipment loans, consultation services and other service agreements.

**Possible space:** N/A

Potential Collaborative Spaces

**First Floor**

Consult Room

CATS area (Room 140) – if they move to another area

Former Graphics Lab (Room 128)

Family Room

Open space at South end

Space where index shelving new resides

Commons Computing Area

Space in front of Leisure Reading

Café

**Lower Level**

Distance Education Room

ASC – if they move to another area

Three classrooms

**Second Floor**

East side open areas

Area outside of elevator

Area outside of Reserve

Tower

201E

201F

**Study rooms throughout building**