

New Zealand: 2002 as the Year of Transition for Tertiary Education Libraries

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New Zealand, an OECD member state, comprises two main islands in the South Pacific c 1,600 km east of Australia.

The population is 3,737,277 (2001 Census), of whom 1,158,891 live in the largest urban area, Auckland. Key data is summarised on the website of the national statistical agency – <http://www.stats.govt.nz>

New Zealand has eight Universities:

- University of Auckland
- Auckland University of Technology
- University of Waikato (at Hamilton)
- Massey University (at Palmerston North, Auckland and Wellington)
- Victoria University of Wellington
- University of Canterbury (at Christchurch)
- Lincoln University (at Christchurch)
- University of Otago (at Dunedin, Christchurch and Wellington)

Each University is autonomous, although prior to 1961 the four older Universities (Auckland, Victoria, Canterbury including Lincoln, and Otago), were constituent Colleges of the University of New Zealand. The New Zealand Vice-Chancellor's Committee (NZVCC) is the main collective vehicle, linked to which is CONZUL – The Council of New Zealand University Librarians – <http://www.conzul.ac.nz>.

Between 1961 and 1991 the University Grants Committee (UGC) was the principal agency through which central government funding was allocated to each University, largely through a quinquennial grants process. As part of overall public sector reforms began in 1984, which in broad terms made market forces, corporatization and privatisation the driving precepts of public policy, the UGC was abolished and each University was henceforth funded by central government per equivalent full time student (EFTS). One consequence of this has been increased competition between each

University for students in order to increase EFTS revenue, and the cessation of low EFTS demand courses where low income relative to costs was not considered worthy of cross-subsidy.

The effects on university libraries from these reforms have included:

- Termination of (already low-scale) collaborative collections building ventures.
- The introduction of user-pays to the national inter-library lending scheme (Interloan) with some participants initiating localised no-charge consortia of varying levels.
- Reduced purchasing power for overseas acquisitions, resulting from the steady decline in the value of the \$NZD relative to the \$USD and GBP since the \$NZD was floated as part of the wider market reform.

The overall effect of the public sector reforms has been varied among different socio-economic groups, geographical regions and occupations. A comparison between 1984 and 2002 is difficult given, amongst other things,

- The impact which ICT developments (e.g. the internet and cell phones) would have made anyway regardless of public policy frameworks; and
- External events such as the 1987 sharemarket crash, September 11 2001 etc.

What is clear is that there is a widespread popular antagonism to further large-scale reforms of the post-1984 variety; to quote the nation's main Sunday Newspaper *Sunday Star Times* 28 April 2002:

“The electorate endured many years of crusading reform on the right, and the pay-off has been mixed. It surely does not want any further ideological adventures”.

This has been anticipated in the University sector by the setting up in 2000 of the Tertiary Education Advisory Committee (TEAC), whose recommendations on the need for more co-ordination and focus (as distinct from devolved internal competition as the driving principle) were adopted with the establishment in 2002 of the Tertiary Education Commission (TEC) – <http://www.tec.govt.nz> A new *Tertiary Education Strategy* was released in May 2002 – http://www.minedu.govt.nz/web/document/document_page.cfm?id=7130 . In his foreword, the Associate Minister of Education (Tertiary Education), the Hon Steve Maharey said:

“... Policies over the past decade have centred on raising participation rather than on building capacity. They have not rewarded quality. They have encouraged and rewarded competition rather than collaboration. They have focussed on individual institutions rather than on the capacity that the system as a whole requiresThe role of this document is to present a vision for the development of the New Zealand tertiary education system over the next five years and to illustrate how this vision is consistent with, and linked to, governments' broader vision for the nation's economic and social development by working together, by focusing fairly on the future needs of New Zealand, and by learning from our mistakes, we can create a superb and dynamic tertiary education system which will be the envy of other small nations and which will help us to secure the economic growth we need and theconfident nation and distinctive culture to which we aspire”.

CONZUL has also identified the need to develop strong business models, based on collaboration rather than on competition, to deliver optimum benefit to both each individual University Library as well as to the nation as a whole. The stated goal of this strategy is “to maximise the benefit to tertiary

education and research from the total investment in New Zealand university libraries through closer collaboration". An outline of this "Big Picture" project is described in the appendix to this paper. The CONZUL "Big Picture" Report will be released in July 23002, in time for an update at the OECD August seminar in Paris.

In 2001, at around the time "The Big Picture" project was evolving, 5 of the 8 University Libraries individually identified a need to replace each of their computerized information resource management and access systems (IRAMS).

They decided to develop a consortial approach to the market, a strategy which won support from the NZVCC and which saw CONZULSys formally endorsed as a CONZUL project even though only AUT, Waikato, Victoria and Otago Universities are participants (the fifth participant, Lincoln University, withdrew in early 2002 for local reasons.)

The benefits which are envisaged from CONZULSys include:

- Cost savings
- Improvement to library services
- The creation of a technical and business infrastructure to support further collaborative projects.

Further information is at - [http://www.conzul.ac.nz/CONZULSys%20\(2\).pdf](http://www.conzul.ac.nz/CONZULSys%20(2).pdf) Several key project milestones will have been achieved by the time of the August OECD Seminar in Paris and can be reported on then.

The aim of both of these two inter-linked projects is to move beyond "co-operation" to "collaboration". The financial, academic and strategic benefits of consortial purchasing are already well established in CONZUL by their membership with CAUL (Council of Australian University Librarians - <http://www.caul.edu.au>) in CEIRC (The CAUL Electronic Information Resources Committee).

The challenge for New Zealand will be to achieve the transition to the new TEC environment without the destructive consequences experienced in the previous reform programme of 1984-94, but with the realisation of the opportunities to optimise the contribution of University Libraries to New Zealand's goal to be a "Knowledge Society".


Attached as an appendix is a summary of CONZUL's "The Big Picture" project; see also at http://www.conzul.ac.nz/big_picture.htm

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NEW ZEALAND UNIVERSITY LIBRARIANS PURSUE COLLABORATIVE VENTURES

The Council of New Zealand University Librarians (CONZUL), with the support of the New Zealand Vice-Chancellors' Committee (NZVCC), has commissioned research into the potential areas for and the feasibility and expected benefits and costs of closer collaboration between the eight New Zealand university libraries.

"This is an exciting initiative which aims to maximise the benefit to tertiary education, research, and New Zealand's knowledge society from the total investment in New Zealand university libraries" said Ms Sue Pharo, Chairperson of CONZUL and manager of the project. "The project is a response to the government's call for a more collaborative tertiary sector and reflects the desire of the universities to contribute fully to innovation and development in New Zealand", said Ms Pharo.

Ms Helen Renwick, previously University Librarian at Massey University, has been engaged to undertake the research into what has become affectionately known as "The Big Picture" project and to report back by July 2002. Ms Sue Pharo, University Librarian at Waikato University, will be the manager of the project on behalf of CONZUL and the NZVCC.

"The Big Picture" Project

Goal: To maximise the benefit to tertiary education and research from the total investment in New Zealand university libraries through closer collaboration.

Aim: Assess and report on the feasibility, potential areas for, and the expected benefits and costs of closer collaboration. The primary focus will be on the university libraries, but the possibility of extending collaboration on some activities to the National Library, other tertiary libraries, and Crown Research Institute Libraries will be taken into account.

Scope: The project will explore and assess and make recommendations on possible areas for collaboration, taking into account:

- Benefits to library clients
- Benefits to the universities

- Benefits to the national research community
- Cost of collaboration
- Climate for collaboration
- Mechanisms for collaboration - in the context of current knowledge and practice, and the anticipated future tertiary environment
- Role of the National Library in relation to the universities' collaborative activities

Collaborative Initiatives for Investigation:

- Shared library/information management system
- Shared technical services such as cataloguing and acquisitions
- Coordinated collection development policy with distributed selection
- Centrally managed store for low-use materials
- Centrally managed acquisition of electronic materials, including access management
- Hosting of selected electronic databases within New Zealand
- Creation of a distributed electronic collection with seamless access to unique New Zealand resources
- A union catalogue from the individual libraries' catalogues to be separate from or part of the National Library's Te Puna database
- Resource sharing based on this union catalogue allowing patron-initiated interloan requests
- Reciprocal borrowing arrangements
- Joint development of subject portals for specific user groups, eg. medical researchers

Other Initiatives for Investigation:


The list above is not exhaustive but contains the issues to be given priority in the investigation. The following should be borne in mind to be dealt with, as appropriate, in the context of the above list or as time permits:

- Common distance reference service
- Centralised copyright and licensing management and advice
- Central information strategy, contract negotiation, and external relations capability
- The appropriate organisational and funding mechanism to realise the common advantages confirmed by the project
- Other matters which may come up in the course of the project.

For further information please contact:

Ms Sue Pharo, University Librarian, University of Waikato, or,
Mr Lindsay Taiaroa, Executive Director, NZVCC.

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The CONZUL website is maintained by [Jasna Romic](#), [AUT Library](#).
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