



UNIVERSITY OF VIRGINIA LIBRARY SYSTEM PLANNING STUDY

December 11, 2015

TABLE OF CONTENTS

EXECUTIVE SUMMARY **01**

- A. INTRODUCTION
- B. A SET OF DISCOVERIES
- C. A FRAMEWORK FOR THE FUTURE

ASSESSMENT **07**

- A. GUIDING PRINCIPLES
- B. METHODOLOGY: ENGAGEMENT & OUTREACH
- C. KEY FINDING / GOALS
- D. PREVIOUS APPROACH
- E. RECOMMENDED APPROACH

TEST FIT PROGRAM **23**

- A. PROGRAM FEATURES
- B. PROGRAM SUMMARY

IMPLEMENTATION PLAN **43**

- A. PROJECT DEFINITION
- B. THE PROJECTS
- C. PHASING OPTIONS
- D. SCHEDULE
- E. CONCEPTUAL COST PLAN

ACKNOWLEDGEMENTS **51**



EXECUTIVE SUMMARY

A. INTRODUCTION

For two hundred years, the Library of the University of Virginia has been at the heart of shaping and nurturing the academic excellence that defines one of America's premier public institutions. With the dynamic forces changing the 21st century educational landscape, the role of the Library is now even more critical as the intellectual convener in an increasingly digital, searchable, global, collaborative, and interdisciplinary world. This study outlines the framework for transforming the Library system – while keeping the Alderman Library at its center – to provide the services and places that will propel the academic vision for the University's third century.

The planning study was conducted concurrently with the University Library's thorough and strategic re-evaluation of library organization and services. This strategic effort coupled with a serious assessment of current facilities and outreach to the University community, provided the catalyst for the transformative thinking leading to the study's recommendations.

At its core, a university library is about its users, its collections, its spaces, and its staff – and addressing the 21st century needs of each of these components will be key to the Library's future success. We need to consider that:

- Today's students and faculty are creators and researchers who embrace cross-disciplinary collaboration. The Library must provide a new emphasis on high-impact educational experiences, involving deep research, innovative coursework, and experiential learning.
- While the Library's physical collections will continue to grow, it must adapt to the changing economics of commercial publication models with increased online, digital, and consortial access. The Library must also promote and be a steward for new types of information and scholarship, including big data and advancements in data visualization, at the same time continuing to support teaching and scholarship that use the printed book.
- To serve the changing needs of the academic community, the organizational structure for providing library service must be creatively re-imagined with respect to academic engagement, collection access and discovery, library experience, content stewardship, and strategic planning.
- The Library will continue to evolve, and to maintain its leadership role its organizational structure as well as its physical spaces must be adaptable to change.

The role of the library in an increasingly digital, searchable, global, collaborative, and interdisciplinary world

B. A SET OF DISCOVERIES

This study's recommendations are shaped by five interrelated "discoveries" that reinforce the study's direction consistent with the themes previously described.

highly diverse seating including collaborative group study and seminar spaces, interactive learning environments, event spaces, solitary reading, and new "maker" spaces fostering research and entrepreneurship



DISCOVERY 1 STACKS OF STACKS

Today's Alderman Library has nearly 50% of its area devoted to collection shelving in space that does not meet safety and access code requirements, with poor environmental controls. Renovating this space to meet current codes and standards would lead to improved, but still highly inflexible, space that could serve no other function than collection storage in the future. Due to compliance issues, the renovated stacks would significantly reduce the capacity of the stacks, necessitating an expansion of Ivy Stacks to enable the project initially and to later accommodate the collection that could not be moved back into the Library.

DISCOVERY 2 MORE SPACE IN FEWER SQUARE FEET

Replacing both Old Stacks and New Stacks with a new addition that includes modern collection shelving for at least 800,000 books and new user spaces, along with a new facility at Ivy Stacks, is close to the cost of just renovating the existing Old and New Stacks. The result provides 75,000 square feet of highly adaptable space within the same volume as the renovation of 150,000 square feet of inflexible stack space.

DISCOVERY 3 MORE SEATS

Replacing a majority of current stack space with program space provides the opportunity to add over 500 user seats to the Library, creating more seats per student (based on 2025 enrollment projections) than today. This additional seating can be highly diverse including multiple "quiet reading" rooms with books such as the McGregor Room, numerous collaborative group study and seminar spaces, interactive learning environments, event spaces, solitary reading, and new "maker" spaces fostering research and entrepreneurship.

DISCOVERY 4 LIBRARY CONNECTIONS

Alderman and Clemons libraries can be physically connected at multiple levels with clear circulation paths that will provide for the first time a fully integrated, student and research-centered experience. The ability to tie together the Digital Media Lab, Scholars' Lab, advising center, seminar rooms and collaborative spaces, as well as easier access to books and services in both buildings, will enhance teaching, research, and learning.

DISCOVERY 5 A VIEW THAT INSPIRES

Replacing the mundane exterior of New Stacks with a dynamic new combination of flexible user spaces and visible collections can provide a new academic-oriented image for visitors coming from the north and west, signaling the University's academic ambitions.

c. A FRAMEWORK FOR THE FUTURE

The vision for Alderman Library is not to simply repair, but to re-imagine. Over 150,000 square feet of the original 1938 Alderman library will be rehabilitated and adapted in the spirit of the recently completed "Historic Features Survey", maintaining the character of key rooms such as Memorial Hall and the McGregor Room, while upgrading and enhancing the character of many of the building's secondary spaces. The current light well will receive a new glass roof, providing usable informal reading space in a courtyard setting at the second floor, while also improving access and circulation throughout the existing building.

A new 75,000 square foot addition will replace Old Stacks and New Stacks on the same site footprint as the 1967 addition. The new addition will be fully integrated into the existing Alderman Library, with new elevators and other core building facilities. Code-compliant shelving is provided for at least 800,000 books, which will be carefully curated to meet student and faculty needs. In addition, the new facility will include a home for the Rare Book School and a wide range of collaborative rooms, quiet seating areas, and "maker" spaces, along with a distinctive rooftop reading room and terrace that can be used for special events. The new user spaces are arranged around a three-story atrium which serves as a new welcoming image of academic excellence.

Alderman will be connected to the adjacent Clemons Library at two levels providing a fully integrated library facility. A key component of this integration is the inclusion of an advising center in Clemons, which will greatly enhance the student-

centric experience. Clemons will also house the Robertson Media Center, additional library collections, and quiet, collaborative seating.

Ivy Stacks, the nearby collection shelving facility, will be expanded with additional high-density shelving of sufficient capacity to accommodate the volumes relocated from Old and New Stacks as well as anticipated future growth. Increasing the size of Ivy Stacks allows the Library to achieve the best balance between collections and user spaces. This abundant shelving capacity will provide an opportunity for the Library to collaborate with the College and other schools to determine the best way to balance the future management and role of the branch libraries. The expansion of Ivy Stacks will also accommodate the housing of additional special collections that are important to University research and provide shelving capacity for the Law, Darden, and Medical School Libraries, as well as for other state research university holdings.

This vision is a multi-phase plan, beginning with the expansion of Ivy Stacks, followed by demolition and replacement of Alderman's Old and New Stacks, renovation of the original Alderman Library, and selective renovation of Clemons Library. The entire plan is anticipated to be completed within an eight-year time frame after the initial authorization from the Commonwealth, with an estimated project cost of \$160,000,000.

While the primary focus of the capital improvements is Alderman, the organizational, collection, and service strategies are part of a system-wide enhancement for all the branches where a flexible,

The vision for Alderman Library is not to simply repair, but to re-imagine.





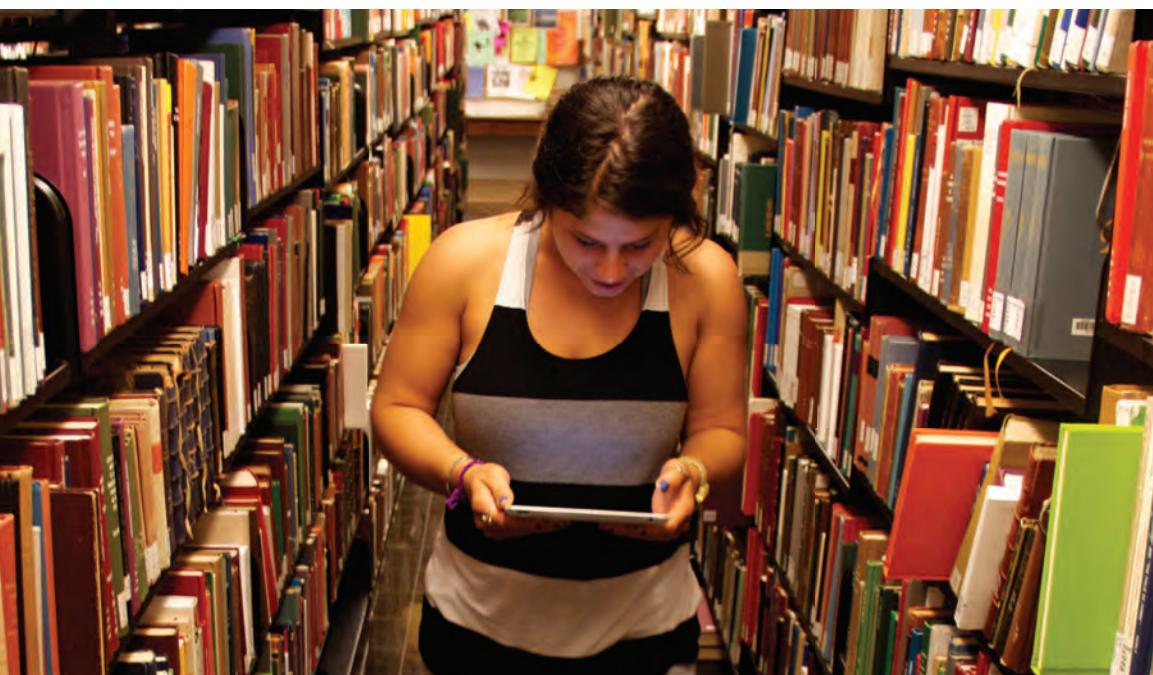
ASSESSMENT

A. GUIDING PRINCIPLES

We are in a time of dynamic change in how we teach, how we learn, and how we create. The University of Virginia Library has been the academic heart of the University for nearly two hundred years, and is recognized for pioneering new services to promote scholarship and support the creation of new knowledge. To meet the changing needs of students, faculty, and the University community, the Library has developed a transformative vision for fostering collaborative research and teaching partnerships across Grounds, and this study complements the Library's vision with an approach to the Library's physical assets to embody these new services.

In its research study, entitled "Redefining the Academic Library", the Education Advisory Board notes:

“ Libraries can no longer demonstrate their educational and scholarly impact via traditional input measures such as the number of volumes and serial titles held, expenditures on monographs and staff, gate count, and reference requests. New measures of success will emphasize impact on student learning outcomes, retention and graduation rates, faculty research productivity, and teaching support. ”



B. METHODOLOGY: ENGAGEMENT & OUTREACH

The University of Virginia has deep roots in history. It is a place where a rich legacy of many overlapping frameworks intersect and inform. The process of this study mirrors this idea. The study is, at its essence, not about space planning, and not about the latest trends in library design, but about the long view of change management and institutional sustainability. In this, the study looks to shape clarity from complexity. As such, and to achieve maximum return, the process is human-centered, connection-making, experiential, iterative, and inclusive.

The study was conducted over a five-month period, involving considerable outreach and involvement across the entire University of Virginia community. Monthly workshops were organized around the themes of:

- Engagement and Discovery
- Exploration and Prototyping
- Visioning and Framing the Future
- Priorities and Implementing the Road Map

The study viewed the tremendous amounts of data coming from assessments and research with the lens of shaping meaningful value – data with soul – through engaging with the considerable knowledge, experience, and understanding of the University's social/cultural/learning landscape brought to the study by its wide range of contributors.

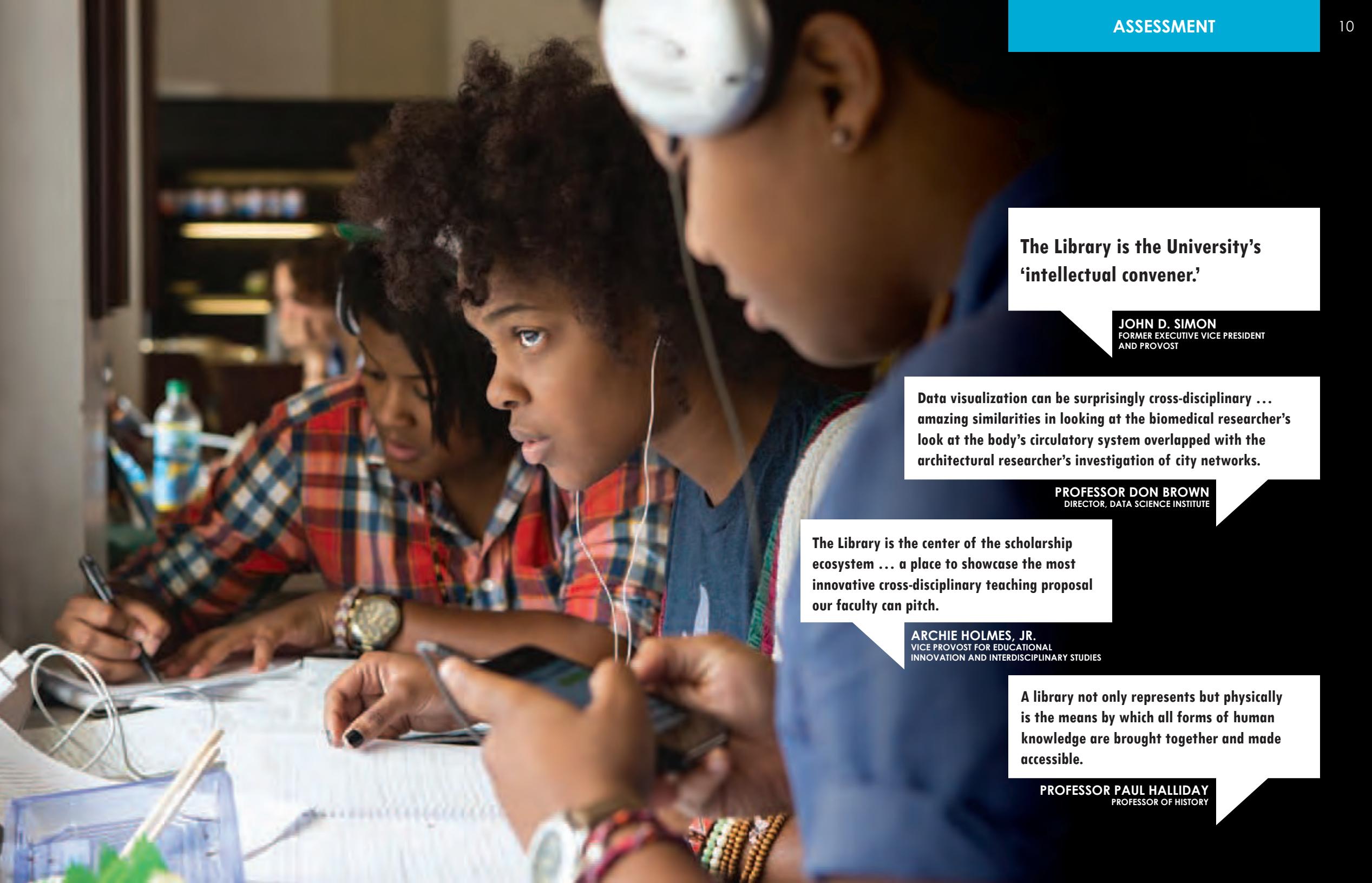
In 15 one-on-one interviews and four focus groups with faculty and students, a number of questions were posed including:

- How can the Library foster cross-disciplinary collaboration?
- How can the Library foster digital scholarship?
- What types of spaces in the Library would create the high-impact educational experiences involving deep research, innovative coursework, and experiential learning?
- What is the most radical thing we can do?
- What would Jefferson do to shape a 21st century library?

The comments and insights were invaluable in shaping the study's recommendations. The outreach showed the considerable support, even love, for the Library across the entire University community. It especially reinforced the open engagement the Library enjoys with students and faculty, and its advanced thinking of the Library's role. Notes from these meetings are included in the Appendix.

As noted in the New Media Consortium's 2014 Higher Education Horizon Report:

“Institutional leaders are increasingly seeing their students as creators rather than consumers ... and campus libraries increasingly host services that support creativity and production.**”**



The Library is the University's 'intellectual convener.'

JOHN D. SIMON
FORMER EXECUTIVE VICE PRESIDENT
AND PROVOST

Data visualization can be surprisingly cross-disciplinary ... amazing similarities in looking at the biomedical researcher's look at the body's circulatory system overlapped with the architectural researcher's investigation of city networks.

PROFESSOR DON BROWN
DIRECTOR, DATA SCIENCE INSTITUTE

The Library is the center of the scholarship ecosystem ... a place to showcase the most innovative cross-disciplinary teaching proposal our faculty can pitch.

ARCHIE HOLMES, JR.
VICE PROVOST FOR EDUCATIONAL
INNOVATION AND INTERDISCIPLINARY STUDIES

A library not only represents but physically is the means by which all forms of human knowledge are brought together and made accessible.

PROFESSOR PAUL HALLIDAY
PROFESSOR OF HISTORY

c. KEY FINDINGS / GOALS

The University of Virginia's Library System is housed in six main branches across Grounds with approximately 535,000 square feet of building area overall. In addition to these main facilities, the Library operates four smaller libraries associated with science and mathematics departments, and has an off-site collection shelving facility called Ivy Stacks.

The buildings on Grounds include:

- Alderman Library
- Clemons Library
- Mary and David Harrison Institute for American History, Literature, and Culture / Albert and Shirley Small Special Collections Library
- Charles L. Brown Science and Engineering Library
- Music Library
- Fiske Kimball Fine Arts Library

These six facilities currently house 4,500,000 volumes, and Ivy Stacks currently houses 981,000 items (with space for an additional 750,000 – 800,000 volumes). While the library is increasingly reliant on digital resources, online data bases, and content management technologies, its physical

collections do continue to grow, though at a significantly lesser rate (now approximately 1%) than in previous years. As a premier research institution, the University also houses a number of important special collections and needs to be prepared to acquire such collections in the future when they become available and are important to research objectives and priorities.

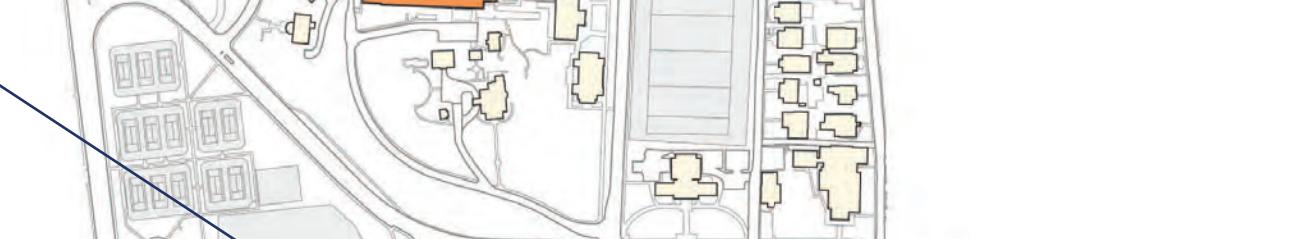
These six facilities also provide study and reading areas with approximately 3,600 seats. Another 300 library seats are available in the smaller science and mathematics library spaces. However, many of these seats are not ideal for today's collaborative and media-based learning environments. In addition to improved seating, there is a need for an increased number of seats consistent with projected enrollment growth.

While the main focus of this study is on Alderman Library, due to its many code and system deficiencies, all the libraries must be examined to place recommendations for Alderman into the context of a business plan for the entire system – which records nearly 1,900,000 in-person visits annually to all of the library facilities.

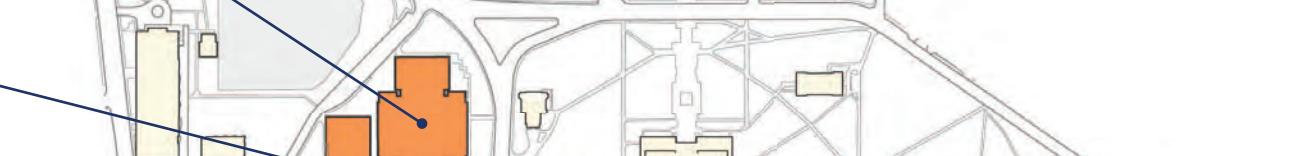
FISKE KIMBALL FINE ARTS LIBRARY
Opened in 1970
Area: 14,900 sf
Current collection: 168,868 volumes



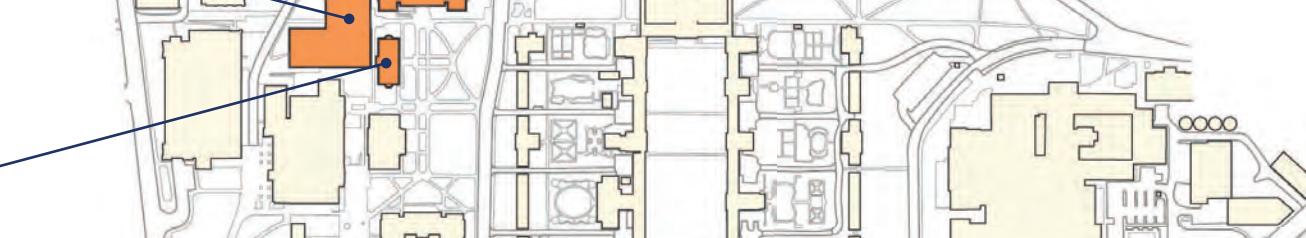
ALDERMAN LIBRARY
Built in 1938, Addition of New Stacks in 1967
Area: 300,000 sf
Current collection: 1,800,000 printed volumes



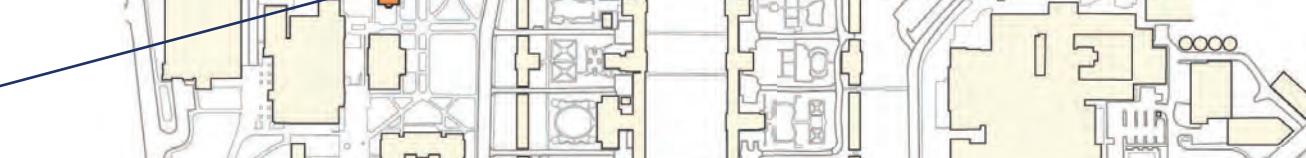
CLEMONS LIBRARY
Built in 1982
Area: 95,500 sf
Current collection: 139,202 volumes



MARY AND DAVID HARRISON INSTITUTE FOR AMERICAN HISTORY, LITERATURE, AND CULTURE / SMALL SPECIAL COLLECTIONS LIBRARY
Built in 2004
Area: 72,700 sf
Current collection: 357,207 volumes (16 million objects)



MUSIC LIBRARY
Housed in Old Cabell Hall built in 1898; Opened in 1977, 1990
Area: 9,300 sf
Current collection: 71,950 volumes (135,000 books, scores, recordings)



CHARLES L. BROWN SCIENCE AND ENGINEERING LIBRARY
Housed in Clark Hall; Opened in 1975
Area: 42,900 sf
Current collection: 229,435 volumes



Alderman Library Today

Alderman is the heart of the library system and receives over 750,000 visits per year. It is in need of major renovation and code improvements, with deficiencies - especially in the stack areas – in environmental control systems, vertical transportation, access for patrons with disabilities, fire detection and suppression systems, emergency egress, security, and way-finding. The preservation of the library's collections is challenging due to poor temperature and humidity controls, water-leakage due to HVAC systems and building enclosure issues, mold, and damage from the ultra-violet wavelengths of fluorescent lighting, and narrow aisle-ways that do not meet today's accessibility standards. These deficiencies, and many others, have been described in detail in earlier studies and reports commissioned by the University.

Over half of the building area, approximately 150,000 sf, is devoted to collection shelving in the Old and New Stacks (this area does not include areas for the parts of the collection housed in open reading areas such as maps and microforms and the collection of Rare Book School). Old and New Stacks is a cramped and dense environment for collection storage and study. In a 2012 poll by UVA Magazine, the Stacks were cited as "the creepiest place on Grounds" and many students have expressed security concerns.

Goals

Meeting the needs of the guiding principles – providing a high-impact educational experience – requires that a greater percentage of library space on Grounds be allocated to program rather than collections. This "people" space may include quiet reading spaces, collaborative group study areas, interactive classrooms, digital labs, "maker" spaces, research institutes, and event areas. To make space for these activities, the amount of collections housed in the library system's six main branches on Grounds needs to be reduced, especially in Alderman.

With respect to the collection itself, the stacks are 95% filled and each shelf is packed beyond typical library programmatic standards, with an average of 462 volumes per double-faced stack section. Typical standards recommend using 340 volumes per double-faced stack section to allow for proper stack management. To house the current Alderman collection in code-compliant stacks would require 225,000 sf.

Use of the Alderman collections has changed dramatically over the past 10 years, with use of physical items declining and use of electronic resources increasing. Circulation data indicates that 66% of Alderman's monographic and serials collections have not circulated since 2008 or earlier, and 44% has not circulated since 2003.

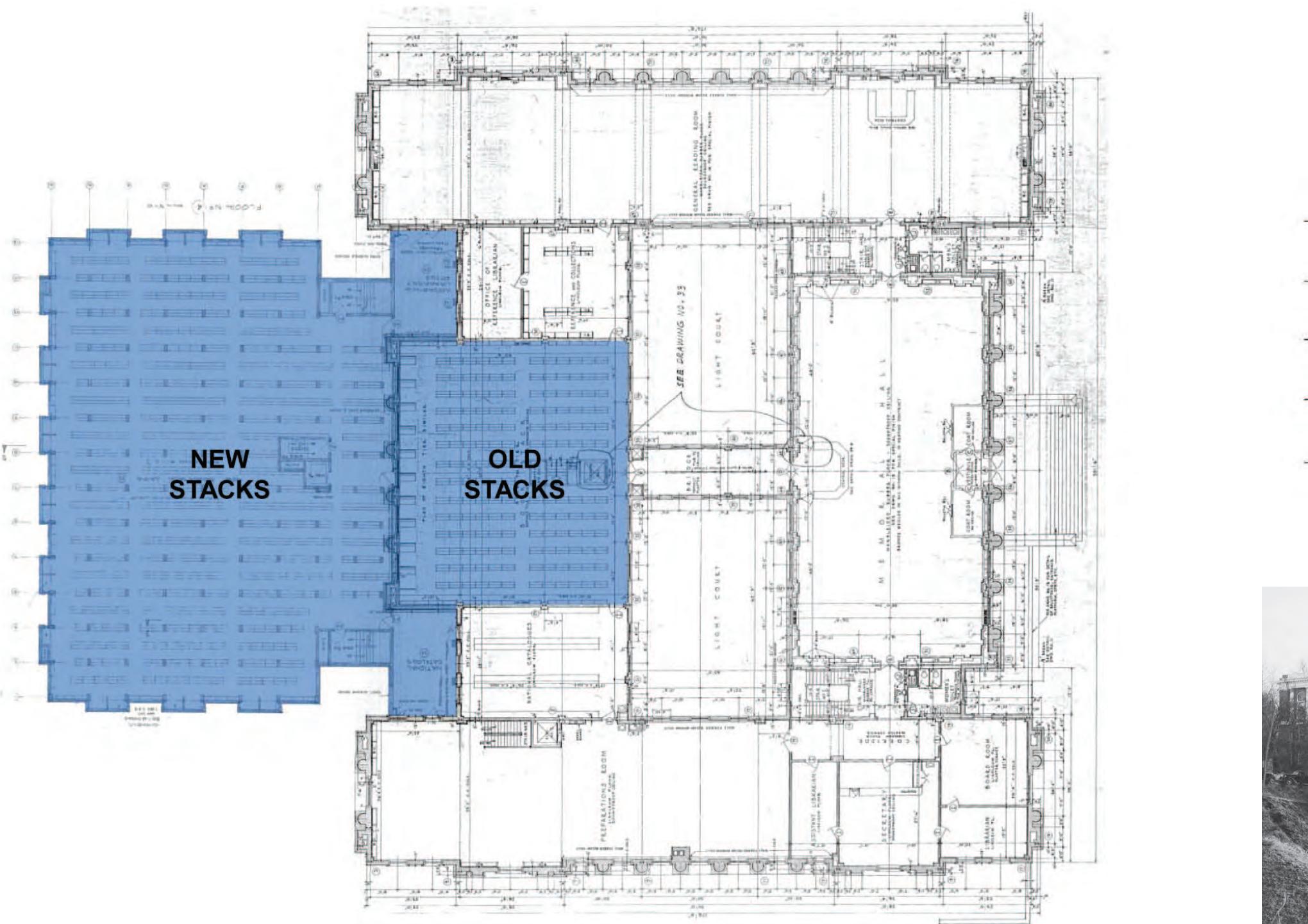
a new emphasis on high-impact educational experiences ... an agent of interdisciplinary and design thinking

Alderman is the heart of the library system and receives over 750,000 visits per year.

From a series of workshops, the following goals were established:

- Renovate Alderman to correct the building's environmental, code, and safety issues
- Maximize flexibility and adaptability of spaces to accommodate future needs
- Improve seating areas to allow for multiple and diverse user needs, and increase the number of seats in Alderman/Clemons by 20%
- Provide open, accessible collection storage for a carefully curated collection of 800,000 volumes to be housed in Alderman/Clemons
- Include the accommodation of the University's advising center, a key initiative to enhance the student experience and growth, within Alderman/Clemons
- Provide a physical and programmatic connection bridging the Alderman and Clemons libraries so that the two buildings can operate as a single, unified facility.





de before construction of “New Stacks”



Library -
38 North Facade during start of 1967 addition ("New Stacks")



New Stacks”)

D. PREVIOUS APPROACH

The 2007 Alderman Library Planning and Assessment Study, which serves as a starting baseline for this study, proposed a renovation of Alderman which included the demolition of Old Stacks (part of the original 1938 library), replaced by new user space at the center of the facility, and the renovation of New Stacks (the 1967 addition) to meet current codes and compliance standards. An analysis of this approach pointed out two aspects of this proposal for re-consideration:

The first is the difficulty of construction access to demolish the self-supporting Old Stacks in the middle of the library and building new structured floor space while maintaining library operations. Such access and noise issues require a high level of contingency in the cost model and schedule.

The second is that after considerable investment in the renovation of New Stacks, the result would remain highly inflexible space suited only for collection shelving and still taking up a large percentage of library floor area due to its limited floor to floor height and structured column spacing. This would limit the extent of new user space that could be devoted to teaching and learning, thereby not serving the University's needs in its third century. In addition, the exterior architecture of New Stacks – prominent upon entering Grounds from the north and west – does not convey the image of a highly-ranked “academic enterprise.”



E. RECOMMENDED APPROACH

It is recommended that all 150,000 sf of Old and New Stacks – both having very tight 7'-6" floor-to-floor heights – be demolished and replaced with 75,000 sf of new construction on the same footprint as the existing. This will occupy the same volume as the current stacks, but can be designed as fully flexible user and collection space – a replacement addition adaptable to meet the library's future needs.

To enable the project, an expansion of the off-site collection storage, Ivy Stacks II, is required to house the bulk of the collection during construction and become the permanent home to two-thirds of the current on-site Alderman collection at the completion of the project.

This approach fits closely within the cost model developed for the 2007 approach, updated in 2013. While the cost of new construction is greater,

the amount of area is significantly less than the extent of renovated stack space, providing a cost balance. A cost plan for this \$160 million project is included at the end of Section IV of this study.

Another advantage of this approach is the opportunity to create a new welcoming "look" for the library at the north and west entrance to Grounds. While developing architectural imagery is not part of this study, the replacement addition will be able to reflect the academic aspirations of the University of Virginia in its third century.

With enclosing the balance of the lightwell footprint on the first floor of Alderman Library and roofing the entire lightwell with a skylight to allow an open atrium/courtyard space on the second floor connected to the replacement addition, circulation patterns are clear and easy both north/south and east/west through the combined building.

the replacement addition will be able to reflect the academic aspirations of the University of Virginia in its third century





TEST FIT PROGRAM

A. PROGRAM FEATURES

The integration of Alderman Library with Clemons Library, including the addition of 75,000 sf of new flexible space replacing Old and New Stacks, provides the Library with an exciting opportunity to re-program the entire facility to serve the University's 21st century needs. Key to fulfilling this vision is a careful and collaborative curation of Alderman's existing volumes to a collection that reflects what are the most important materials to keep on central Grounds. Volumes that are not in that collection would be moved to an expansion of Ivy Stacks, leaving a collection of at least 800,000 volumes in the combined Alderman/Clemons libraries. Volumes moved to Ivy Stacks will be accessible through expanded catalog information and the Library's on-Grounds delivery service. The eventual design of an expanded Ivy Stacks may also include a public reading room.

This allows a substantially greater amount of the Library to be devoted to highly diverse spaces that include not only quiet reading areas with books dispersed throughout, but also interactive learning environments, collaborative group study spaces, "maker" spaces, a scholars' lab, and a digital media lab. These spaces are linked to a range of related program areas that augment the role of the Library in fostering student success and scholarship, including the advising center and Rare Book School.

And most important, the Library has strengthened its engagement with the University community through a re-organization of its staff with new definitions of roles and missions to meet the current and future needs of an academic library for a major research University – the "intellectual convener." The staff spaces in the Alderman/Clemons libraries have been re-programmed consistent with this vision.

The summary on the following pages outlines some of the key features of the program spaces for users and staff.

DIVERSE SEATING AND USER SPACES



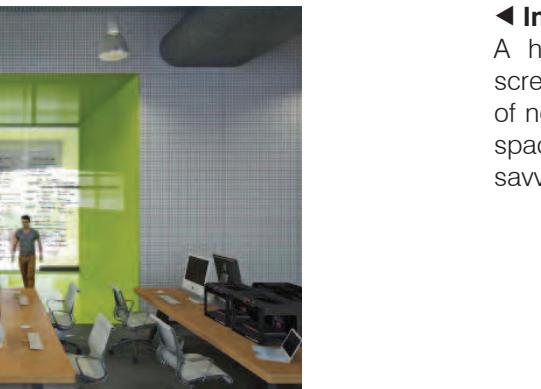
Collaborative Group Study ▶

These spaces provide an informal setting for small groups to interact and explore, with white board walls and flat screen technology. In specific cases, these rooms may be devoted as "project rooms" for targeted student/faculty exploration.



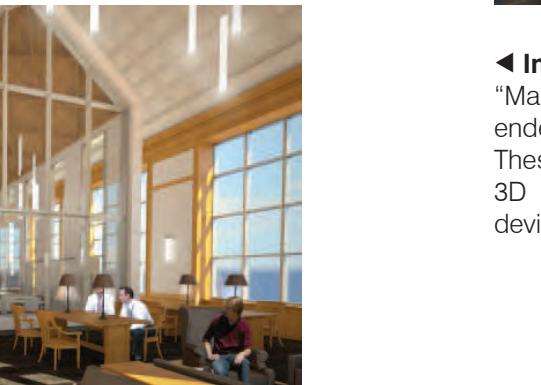
◀ Interactive Learning Classrooms

Flexible seating arrangements and multiple large screens provide a "problem based" learning environment in which multiple groups can convene to study, share ideas, and create solutions.



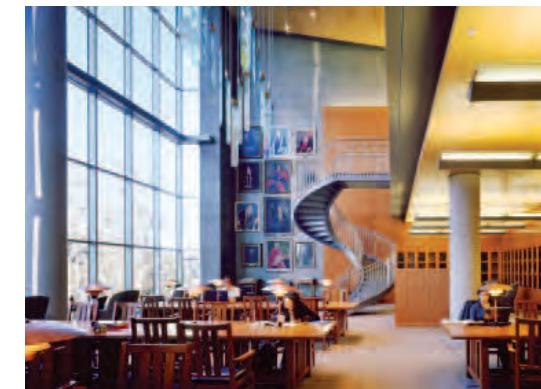
Quiet Seating ▶

One of the most often-heard comments from students when asked about their favorite spaces in the library was the ability to find a quiet nook and comfortable seating for study and reading. The renovation and new addition to Alderman will allow for soft, casual seating in daylit areas.



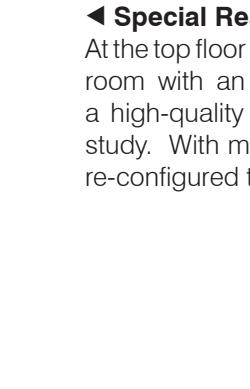
◀ Innovation Lab

A high level of technology, media, and large screens enhance creativity and communication of new ideas. This successful use of this type of space will require academic and technologically-savvy specialists to aid in training and visualization.



Traditional Reading Rooms ▶

The Alderman Library has a number of very well-proportioned rooms, like the McGregor Room, surrounded by books that provide an inspiring environment for reading. These rooms will be renovated, maintaining the existing volume counts, and upgraded to add to the number of these memorable spaces.



◀ Incubation Space

"Maker" spaces encourage entrepreneurial endeavors, focusing on exploration and creativity. These environments are heavily outfitted with tools, 3D printers, and collaborative communication devices where research can be applied.



◀ Café Seating

The café in Alderman is one of the most active and favorite places on Grounds. It will be expanded and located in its own special place along with media walls, current journals, and other information sources to provide an exciting and active environment.



LIBRARY STAFF AND LEADERSHIP

The re-organization of the library staff to serve a 21st century academic research library provides the University of Virginia with a solid platform of rich expertise and engagement. The new categories of staff and their missions are:

ACADEMIC ENGAGEMENT

Mission: To advance the University's priorities for teaching and research so students and faculty can achieve excellence in the creation, discovery, dissemination, and translation of knowledge.

LIBRARY EXPERIENCE

Mission: To make sure all Library visitors have engaging and productive experiences whether in-person or online.

COLLECTIONS ACCESS AND DISCOVERY

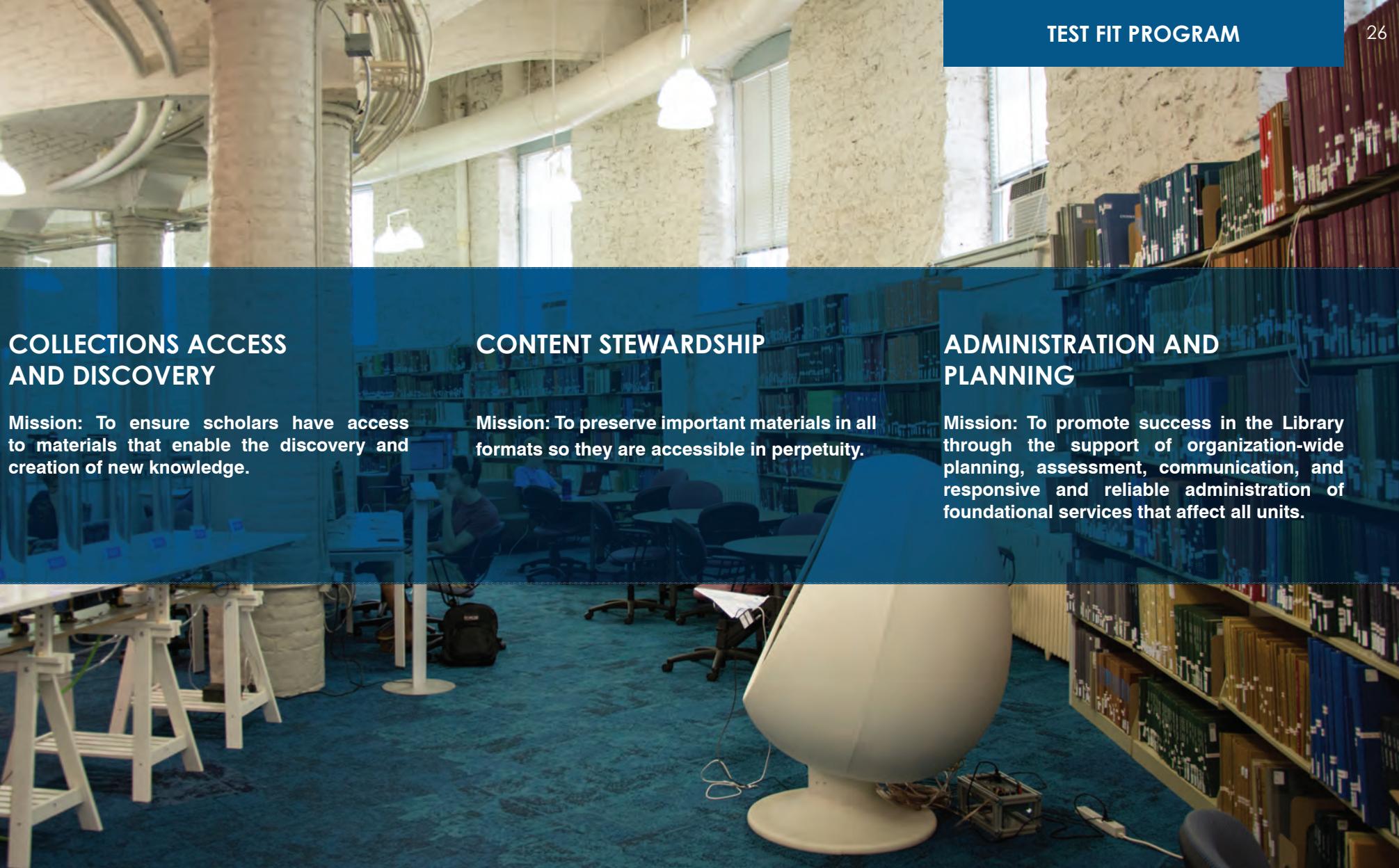
Mission: To ensure scholars have access to materials that enable the discovery and creation of new knowledge.

CONTENT STEWARDSHIP

Mission: To preserve important materials in all formats so they are accessible in perpetuity.

ADMINISTRATION AND PLANNING

Mission: To promote success in the Library through the support of organization-wide planning, assessment, communication, and responsive and reliable administration of foundational services that affect all units.



AFFILIATED PROGRAMS

The library is also planned to include a range of affiliated programs that enhance the scholarly use of the library and the student experience. These programs include Rare Book School and the advising center.

B. PROGRAM SUMMARY

A summary of the space program for both Alderman and Clemons libraries is outlined here (see the Appendix for a detailed Program Matrix). The renovated and expanded Alderman Library now devotes 60% of its area to user seating and collaborative learning (2,689 seats), and approximately 20% of its area for collections (486,460 volumes plus another 80,000 volumes in the Rare Book School). Overall, the combined Alderman/Clemons Libraries provide nearly 3,500 user seats, shelving in excess of 800,000 volumes (including the Rare Book School), and space for 223 staff including advising and building support.

ALDERMAN SPACE PROGRAM SUMMARY

Seating/Reader Areas (1,659 seats)	54,838 asf
Collections (486,460 volumes)	28,010 asf
Instructional/Collaborative Learning (682 seats)	17,689 asf
Academic Engagement (185 seats)	12,135 asf
Affiliated Programs (incl. Institutes & RBS)	11,407 asf
Building Support	8,483 asf
Entry/Café/Exhibit (134 seats)	7,257 asf
Library Experience	3,740 asf
Content Stewardship (incl. Conservation Lab)	3,500 asf
Administration	1,790 asf
Content Access & Discovery	550 asf
Subtotal Alderman	149,399 asf
	197,107 gsf
 SUBTOTAL Seats	 2,689
SUBTOTAL Volumes (not incl. Rare Book School)	486,460

CLEMONS SPACE PROGRAM SUMMARY

Seating/Reader Areas (554 seats)	15,220 asf
Affiliated Programs (incl. advising center)	10,875 asf
Collections (304,300 volumes)	10,772 asf
Building Support	6,990 asf
Academic Engagement (172 seats)	6,790 asf
Content Access & Discovery	4,190 asf
Instructional/Collaborative Learning (122 seats)	3,660 asf
Administration	3,410 asf
Library Experience	1,655 asf
Entry	320 asf
Content Stewardship	200 asf
Subtotal Clemons	64,082 asf
	82,395 gsf
 SUBTOTAL Seats	 750
SUBTOTAL Volumes	304,300

COMBINED ALDERMAN / CLEMONS

Total Assignable Area	213,481 asf
Total Gross Area	279,502 gsf
Total Seats	3,508
Total Volumes*	790,760

*not including Rare Book School

FIFTH FLOOR

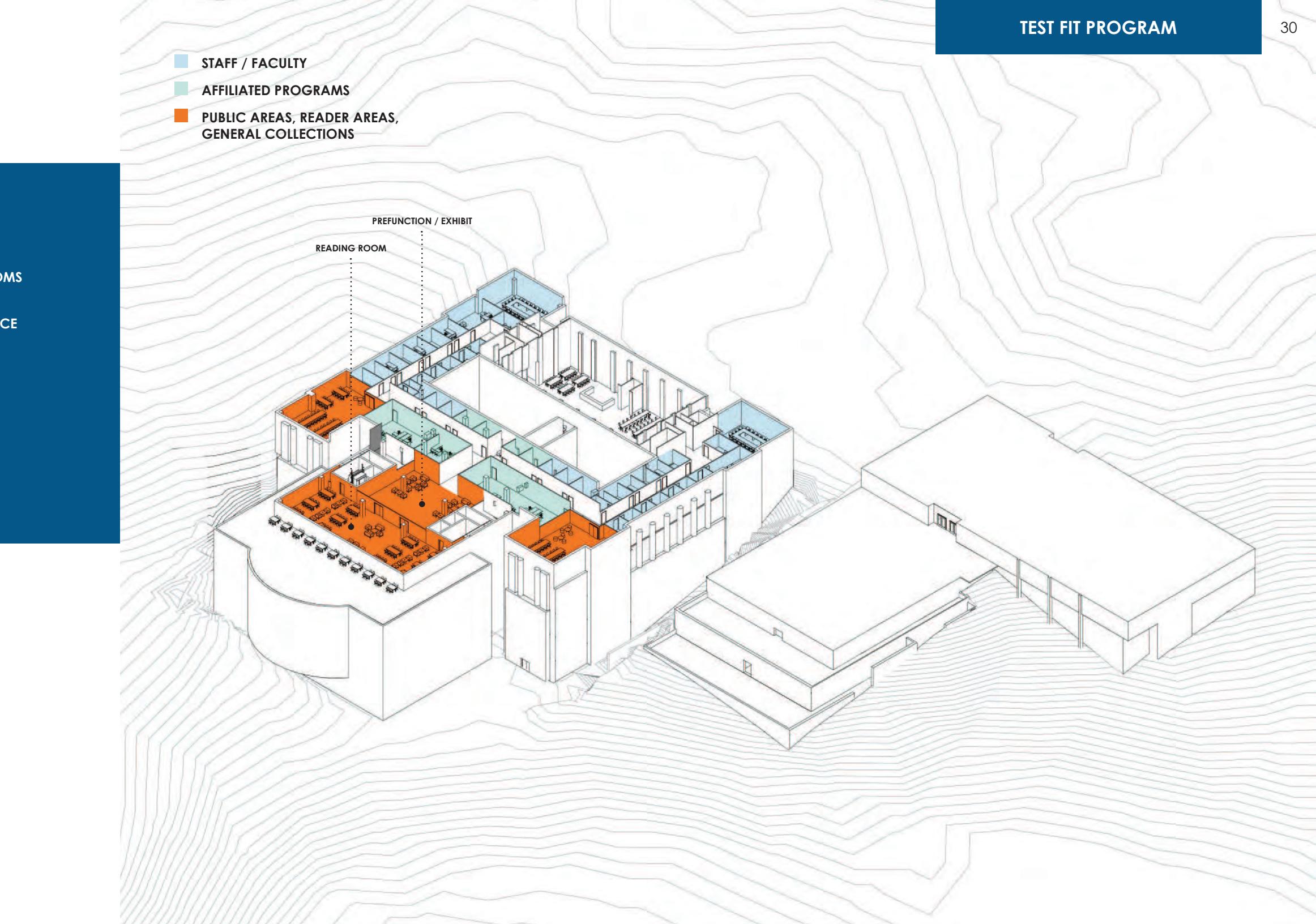
The top floor of Alderman Library is the location of a distinctive rooftop reading room and terrace that can be used for special events. The adjacent exhibit space can double as pre-function and overflow space for such events.

Two large reading rooms at the northeast and northwest corners of Historic Alderman Library provide opportunity for students to interact with library staff and the various institute and affiliated program faculty whose offices, conference rooms, and support spaces are located around the lightwell.

Close proximity to one another of staff and faculty will also provide opportunity for impromptu collaboration more often between these two groups.

PROGRAM HIGHLIGHTS

- TRADITIONAL READING ROOMS
- SPECIAL EVENTS TERRACE
- PREFUNCTION / EXHIBIT SPACE



FOURTH FLOOR

Memorial Hall - a favorite of students and faculty alike - welcomes visitors entering Alderman Library via the celebrated fourth floor Main Entrance. The small cafe currently housed there will be moved to the west wing and re-planned as a Cafe Reading Room. Enlarged to include more and varied seating, the addition of open shelving and tables holding current and archived journals will more fully integrate this space and this function in to the greater library experience.

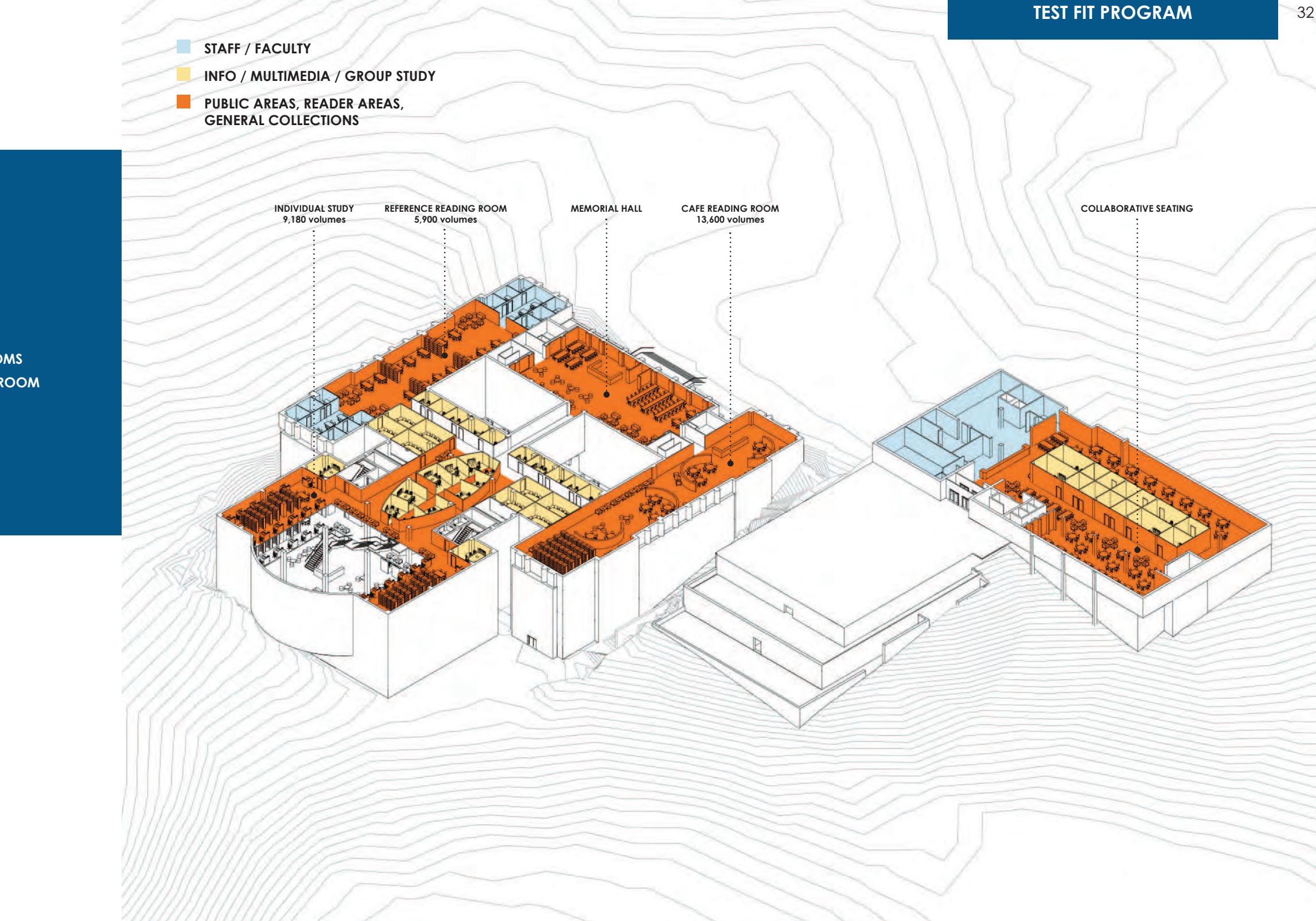
The Reference Reading Room, with approximately 6,000 volumes and offices for support staff at both ends of the room, will occupy the east wing of Historic Alderman.

On axis with the Main Entrance and across the bridge through the newly enclosed lightwell, one enters the Center for the Book - the new addition to Alderman. Open stacks surround the upper level reading area over-looking the three-story atrium of the Alderman addition. Open stacks will also be found interspersed amongst the individual and group study spaces.

The top floor of Clemons Library provides a generous number of collaborative seating areas and group study rooms for students as well as offices and support space for staff and faculty.

PROGRAM HIGHLIGHTS

- **MEMORIAL HALL**
- **CAFE READING ROOM**
- **GROUP STUDY**
- **COLLABORATIVE SEATING**
- **TRADITIONAL READING ROOMS**
 - REFERENCE READING ROOM



THIRD FLOOR

The third floor of Alderman and Clemons is one of two that provides for physical and programmatic connections to occur between the numerous labs located on this level - the Robertson Media Lab in Clemons and the Scholars' and Digital Labs in Alderman. The Labs are in close proximity to classrooms and instructional spaces on the south side of Alderman and east side of Clemons to allow for collaborative connections to occur between faculty and students and to help foster and take advantage of the 'maker' environment.

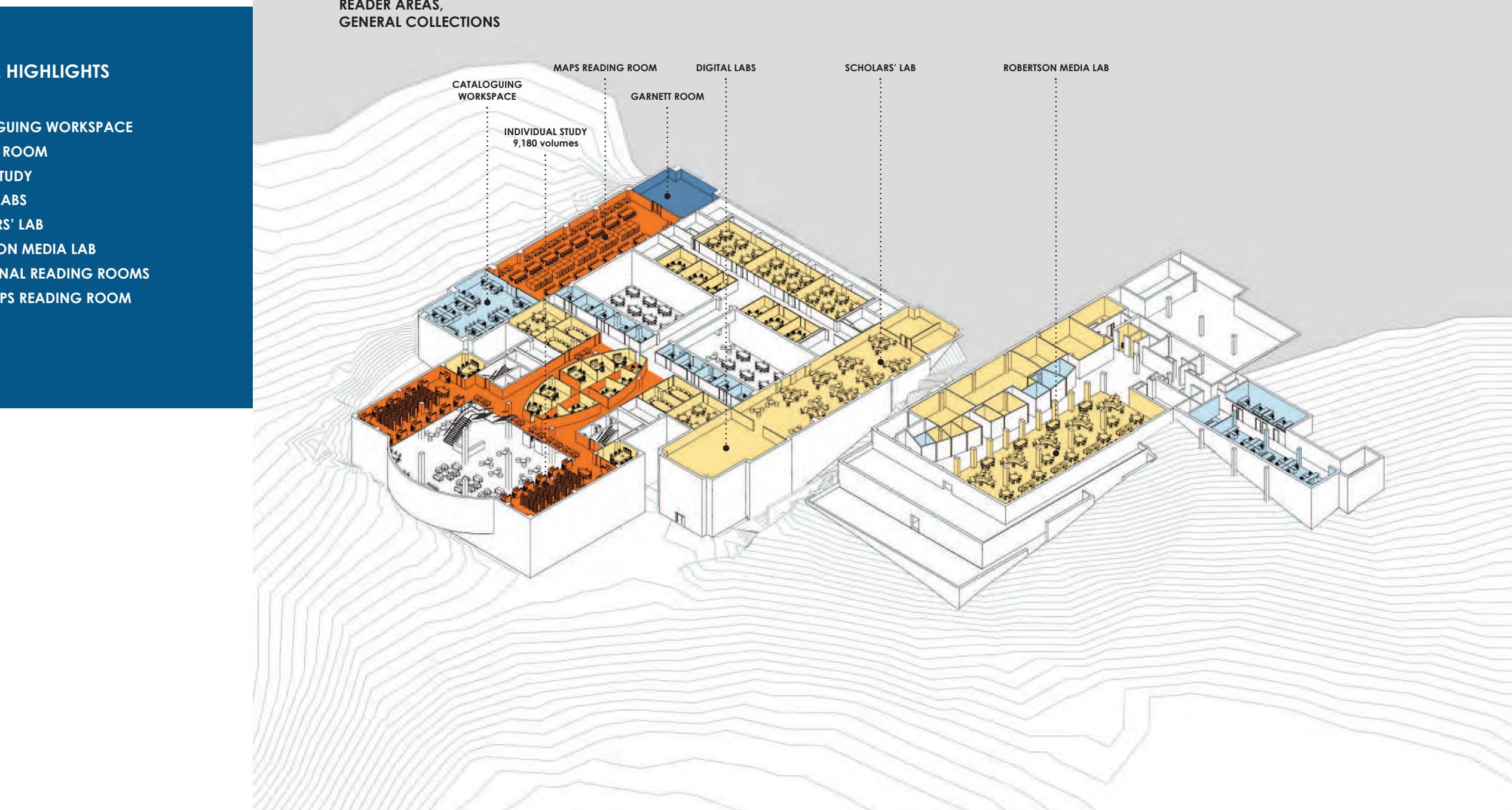
Along with a generous Cataloguing Workspace, the east wing of Historic Alderman is home to the Maps Reading Room and the Garnett Room while faculty offices align the north wall of the lightwell - through which the classrooms and instructional spaces are connected via bridge to the individual and group study areas in the Alderman addition.

Books continue to hold sway in the Center for the Book with open stacks surrounding the mid-level reading area over-looking the three-story atrium of the Alderman addition. Open stacks will also be found interspersed amongst the individual and group study spaces.

Though the Robertson Media Lab occupies a large portion of the third floor of Clemons, there is still a comfortable number of group study and collaboration spaces provided in addition to classrooms and offices for staff and faculty.

PROGRAM HIGHLIGHTS

- CATALOGUING WORKSPACE
- GARNETT ROOM
- GROUP STUDY
- DIGITAL LABS
- SCHOLARS' LAB
- ROBERTSON MEDIA LAB
- TRADITIONAL READING ROOMS
 - MAPS READING ROOM



SECOND FLOOR

The second floor best exemplifies the new vision of the library as convener - with each room being a different kind and each providing different experiences that all work together - the McGregor Room, the Asian Studies Reading Room, the new open reading room in the lightwell, and the new Main Hall.

This is one of two floors that provides for physical and programmatic connection between Alderman and Clemons, presenting the opportunity for a fully integrated library facility.

The strong north-south and east-west axis make programmatic connections internal to Alderman and those between Alderman and Clemons clear. Total Advising, in Clemons, would be easily accessed by, and in turn have easy access to, the classrooms, seminar rooms, and group study spaces in Alderman.

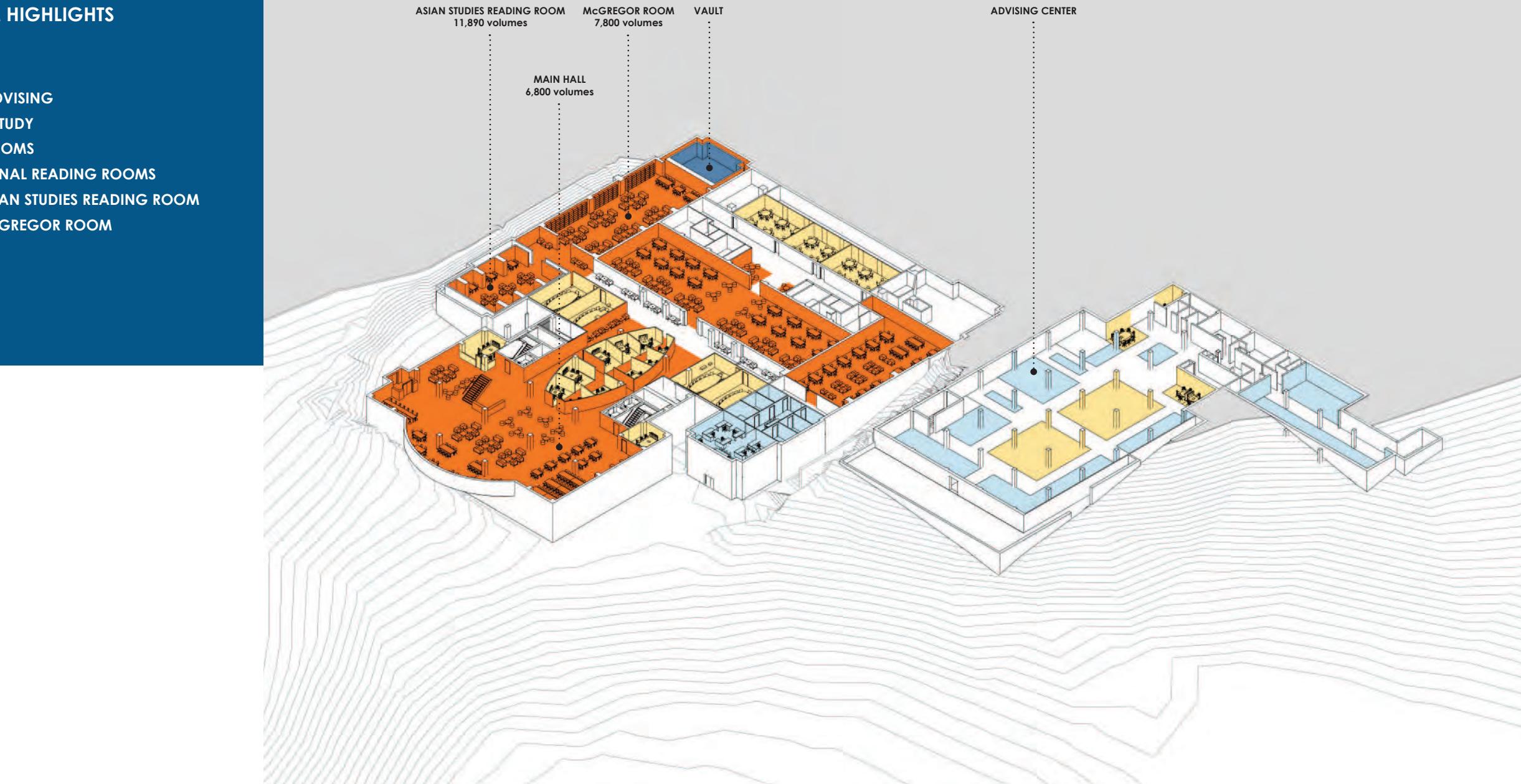
Classrooms and seminar rooms at the south end of the floor are clearly connected, through the new reading room in the lightwell, to the group and individual study rooms and Main Hall at the lowest level of the three-story atrium.

Existing grading makes possible a new entrance to Alderman from the east directly into the Main Hall of the addition. This will add a second and quite different entry experience to the library. Whereas the entrance into Memorial Hall presents the face of Historic Alderman - a grand, two-story space with hints of what's beyond, this new entrance will present a three-story atrium filled with books and activity in an open, light-filled space with the promise of the library on display.

PROGRAM HIGHLIGHTS

- VAULT
- TOTAL ADVISING
- GROUP STUDY
- CLASSROOMS
- TRADITIONAL READING ROOMS
 - ASIAN STUDIES READING ROOM
 - McGREGOR ROOM

- STAFF / FACULTY
- SPECIAL COLLECTIONS / ARCHIVES
- INFO / MULTIMEDIA / GROUP STUDY
- PUBLIC AREAS, READER AREAS, GENERAL COLLECTIONS



FIRST FLOOR

Much of the combined collection of Alderman and Clemons is shelved on the respective first floors in a combination of standard and compact shelving. Amongst the books is scattered quiet individual and group study areas.

In Alderman, new space is provided for Rare Book School and Preservation Services in close proximity to one another to allow for cross-program interaction and support. The Rare Book School collection would be housed in its own space as well as any exhibits it may share with library patrons.

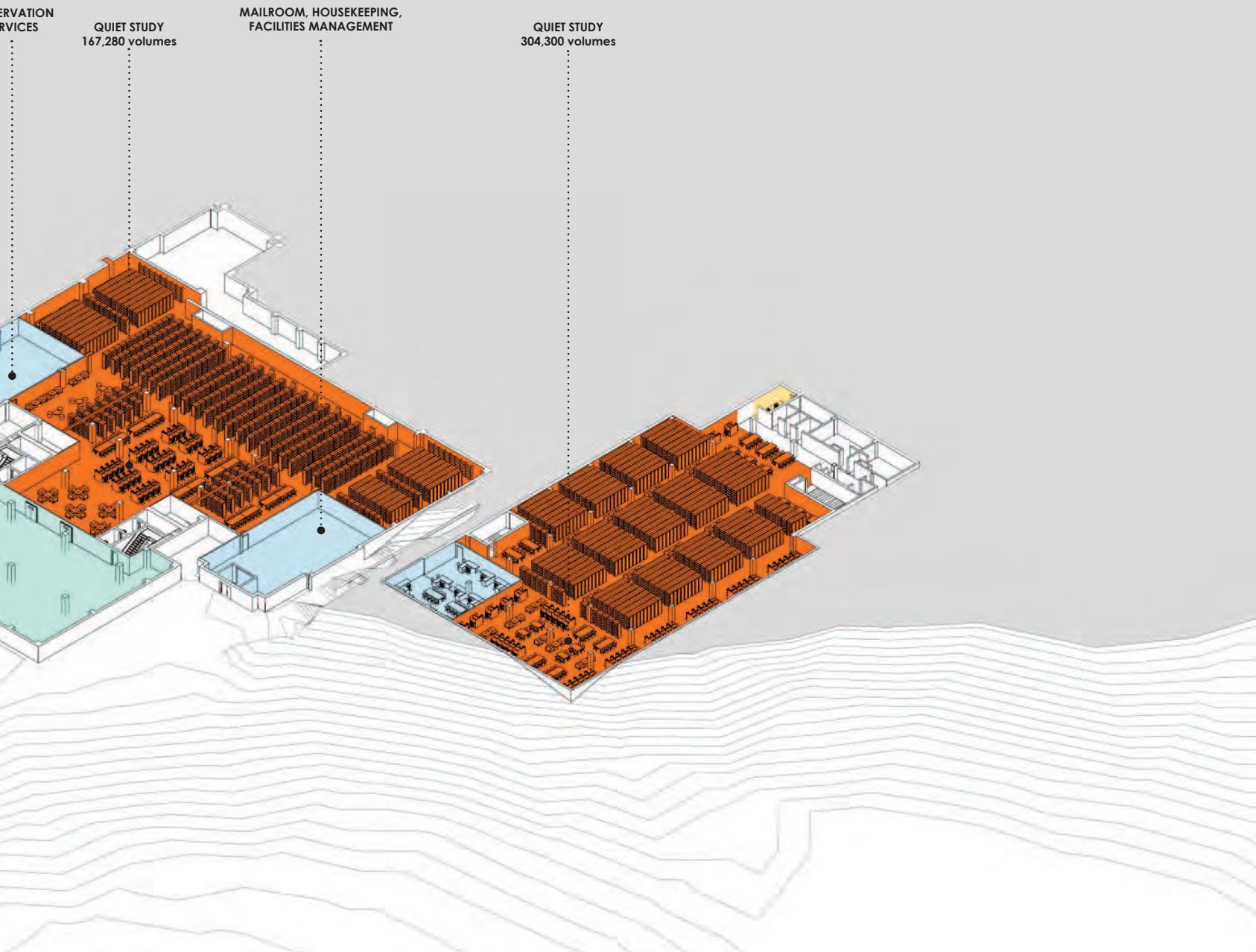
The enclosure of the lightwell on this floor not only provides for additional program space on the first floor, but allows for the entire second floor lightwell to accommodate a large reading area with varied seating and groupings.

Building support -- loading, mail room, facility services, and housekeeping - are all located at the northwest corner adjacent to the existing loading dock.

PROGRAM HIGHLIGHTS

- RARE BOOK SCHOOL
- PRESERVATION SERVICES
- QUIET LOUNGE SEATING / STUDY
- MAILROOM, HOUSEKEEPING, FACILITIES MANAGEMENT

INFO / MULTIMEDIA
STAFF / FACULTY
AFFILIATED PROGRAMS
PUBLIC AREAS, READER AREAS,
GENERAL COLLECTIONS



BASEMENT

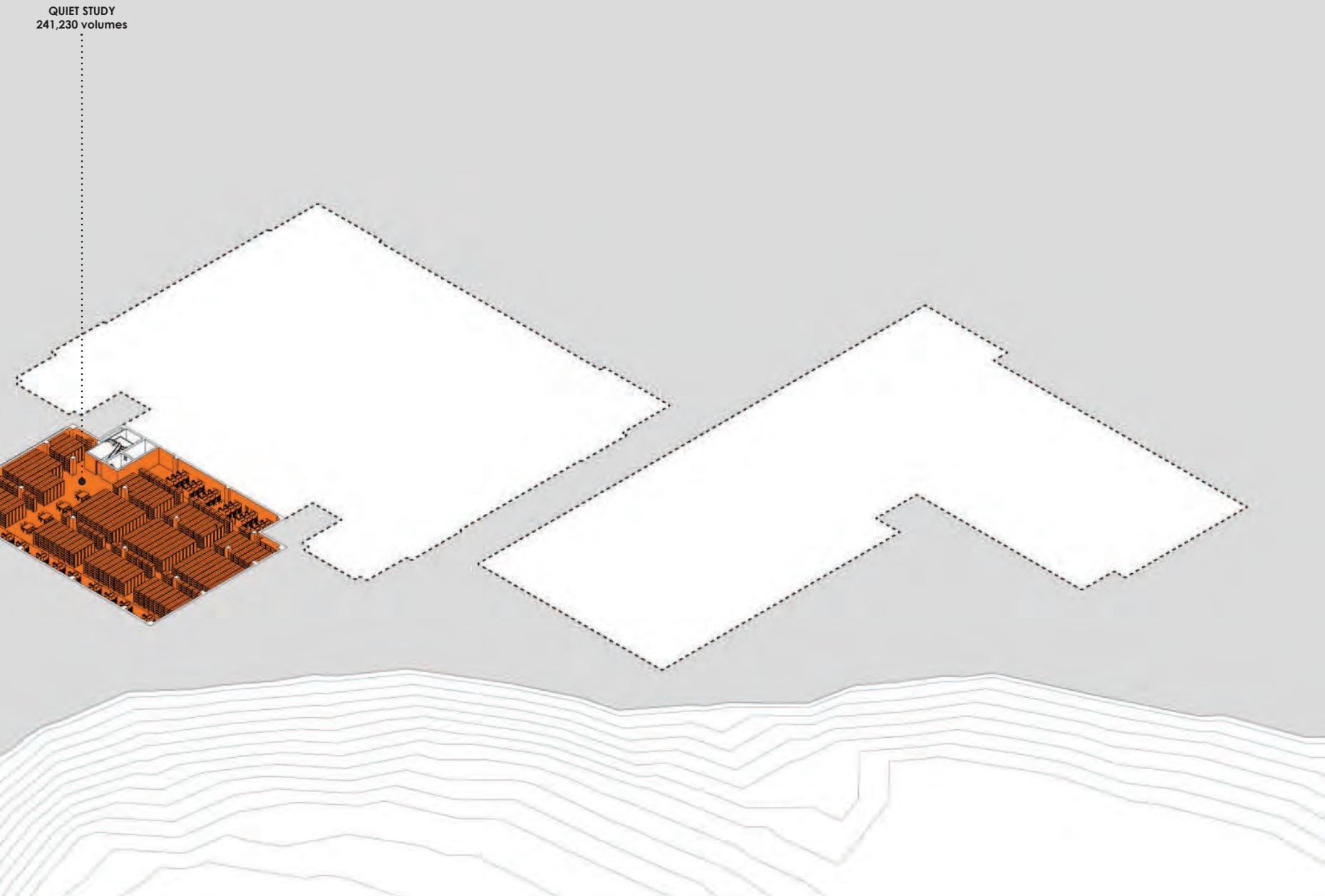
In addition to housing the largest number of volumes of the curated Alderman collection, the Basement level provides for quiet lounge and study seating.

■ PUBLIC AREAS, READER AREAS,
GENERAL COLLECTIONS

PROGRAM HIGHLIGHTS

- QUIET LOUNGE SEATING / STUDY

QUIET STUDY
241,230 volumes





IMPLEMENTATION PLAN

A. PROJECT DEFINITION

The Alderman Renewal project is a complex, multi-phase design and construction program as described in the subsequent sections of this study. In addition to renovating 150,000 sf of the existing original 1938 library – called Historic Alderman – and constructing a new 75,000 sf addition on the footprint of Old and New Stacks – called New Alderman – as well as a connecting bridge and modest interior renovations to Clemons, the program includes an enabling project to construct additional shelving at Ivy Stacks – called Ivy Stacks II – which will also enable future changes and flexibility for the branch libraries.

B. THE PROJECTS

Clemons Library (above) and Alderman Library (right)

IVY STACKS II

Construction of a new collection storage facility adjacent to the current Ivy Stacks to have the capacity to hold up to 3 million volumes or equivalent.

NEW ALDERMAN

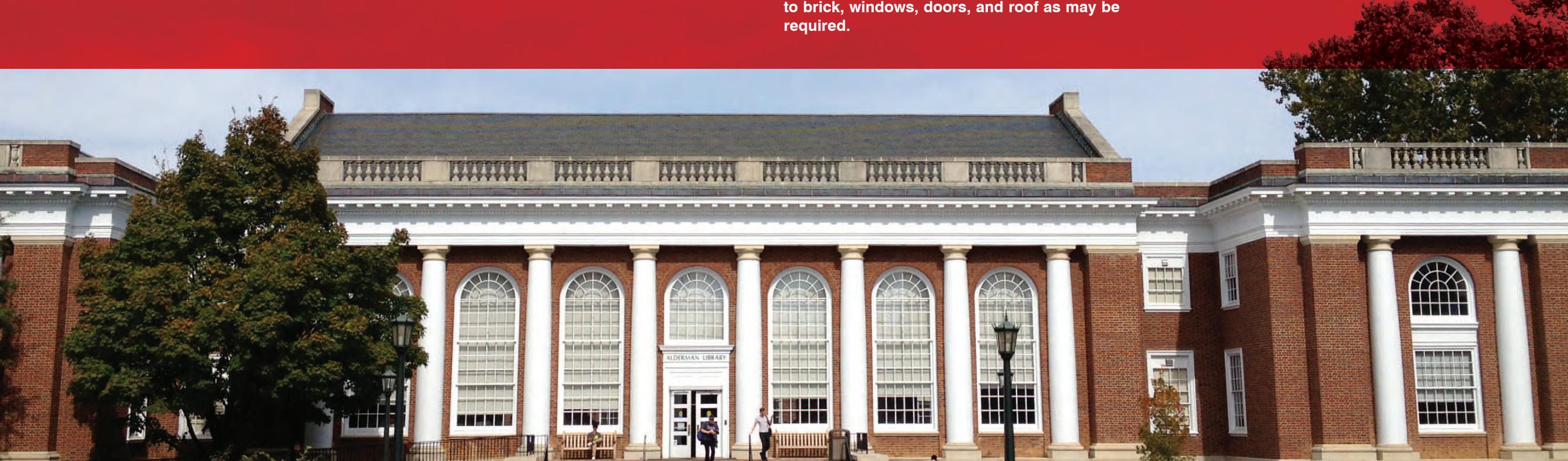
Demolition of Old and New Stacks, then construction of 75,000 sf addition on existing Stacks footprint. Interior includes diverse seating and user areas, open stacks, compact shelving, equipment, technology, vertical transportation and core areas serving the overall project, and fit-out for new location of Rare Book School. Exterior work includes new entry to New Alderman, related landscaping, and improvements to roadways, loading, and parking.

HISTORIC ALDERMAN

Full renovation of 150,000 sf of existing, original 1938 Alderman library with new HVAC, electrical, lighting, plumbing, and fire protection systems. Infill with new occupied space at lowest level of the central light well, new interior courtyard deck at second floor with glass skylight cover over existing light well and new open bridges at the 3rd and 4th floors. Interior includes renovation of historic finishes, diverse seating and user areas, stacks, staff areas, equipment, technology, new elevators, and café. Exterior renovations to brick, windows, doors, and roof as may be required.

CLEMONS

Renovation of select areas of existing Clemons to house compact shelving, user seating, and staff. This project does not include major renovations or equipment upgrades to the current Robertson Media Center and Digital Media Lab, and does not include interior renovations and furnishings necessary to house Total Advising – which is expected to be completed as an independent program in advance of completion of the Alderman Renewal project.

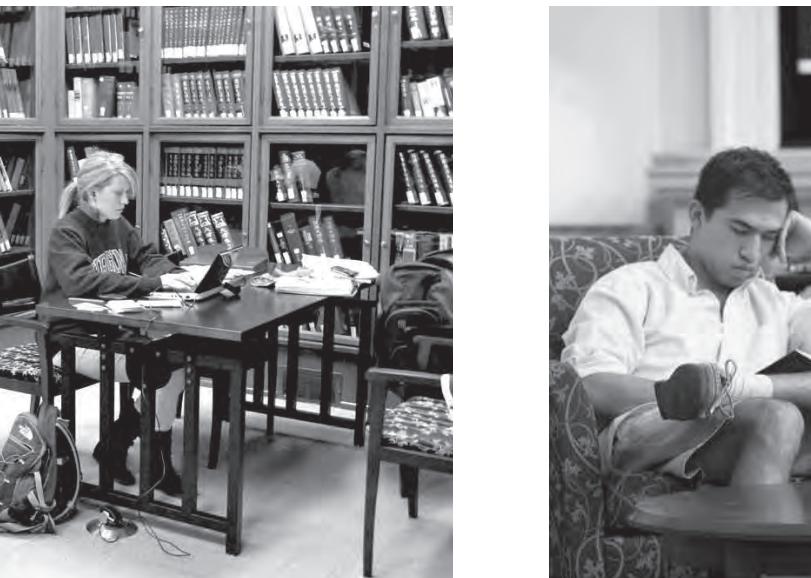


c. PHASING OPTIONS

It is essential to maintain library services to the University community throughout the project timeframe. This can be accomplished in two ways. The first is to phase the demolition, new construction, and renovation of Alderman such that at least 33% to 66% of the area of the overall final project is available for users and library staff. In this option, considered the Base Option, the project sequence would be:

OPTION 1

- Build Ivy Stacks II
- Decant Collection from Old and New Stacks into Ivy Stacks II
- Re-locate any other functions from Old and New Stacks into other library facilities
- Install compact shelving on lowest floor of Clemons for collection to remain on-site
- Consolidate library activities in 150,000 sf of Historic Alderman
- Demolish Old and New Stacks
- Construct New Alderman
- Consolidate library activities in 75,000 sf of New Alderman
- Re-locate non-public functions from Historic Alderman into other library facilities
- Renovate Historic Alderman
- Install final furnishings/equipment plan for integrated Historic/New Alderman
- Move curated collection from Ivy Stacks II into open/compact stacks in Historic/New Alderman
- Construct connection to Clemons
- Renovate select interior areas of Clemons



OPTION 2

A possible second scenario may shorten the time for construction, and potentially reduce costs as well, by consolidating the construction activities for the construction of New Alderman and the renovation of Historic Alderman into a single phase. This reduced schedule and cost plan is offset by the need to re-locate all library collections and functions to another library or a temporary structure, and has the potential for greater inconvenience and disruption to regular library service. There is the advantage of not having ongoing library activities and user seating adjacent to a construction site for five years.

This and other scenarios will be vetted with a Construction Manager during Design and Pre-Construction services.

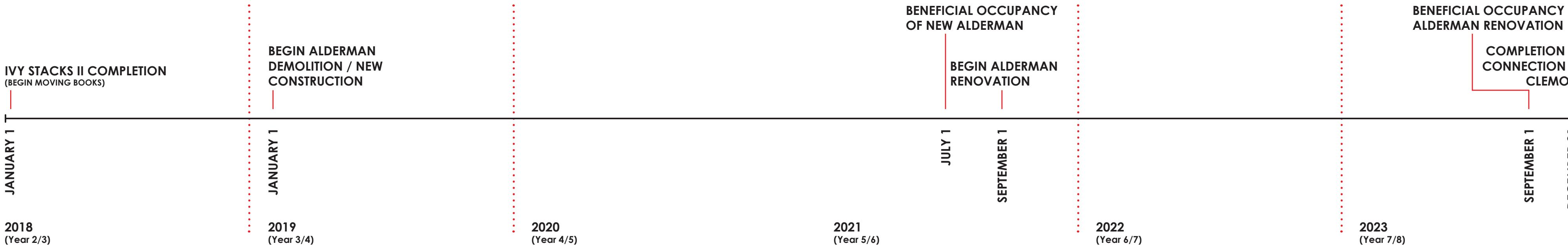
Alternative approaches to maintaining larger capacity for collections within the Library System's six main branches on Grounds include:

- Provisions for an automated retrieval system (ARS) as part of the proposed Alderman addition.
- Addition of a sub-basement below the basement level of the proposed Alderman addition.
- Provisions to convert program space or square footage currently assigned to other collections in the branch libraries.
- Provisions to revise the proposed program-to-collections square-footage ratio of the proposed Alderman Renewal project.

D. SCHEDULE

The phased implementation of the project is expected to take seven and a half years with the Base Option (Option 1) described on the previous pages. Assuming funding for the project is approved for a July 1, 2016 start date, the project is planned for a December 31, 2023 completion.

Key dates are on the timeline below:



E. CONCEPTUAL COST PLAN

The Base Option (Option 1) project is estimated to have a \$160 million project cost, broken-down by phase as follows:

Enabling Project - Ivy Stacks II:	\$ 10,500,000
Demolition/New Alderman Construction:	\$ 69,500,000 (75,000 gsf @ \$925/sf)
Historic Alderman Renovation:	\$ 75,000,000 (150,000 gsf @ \$515/sf)
Clemons Connection/Renovation Allowance:	\$ 5,000,000
TOTAL	\$ 160,000,000

These figures include construction costs, furnishings, shelving, technology, design fees, moving costs, UVA administrative costs and contingencies. The construction cost assume a mid-point of construction of July 2017 for Ivy Stacks II, April 2022 for New Alderman, October 2022 for Alderman Renovation, and October 2023 for Clemons Connection.



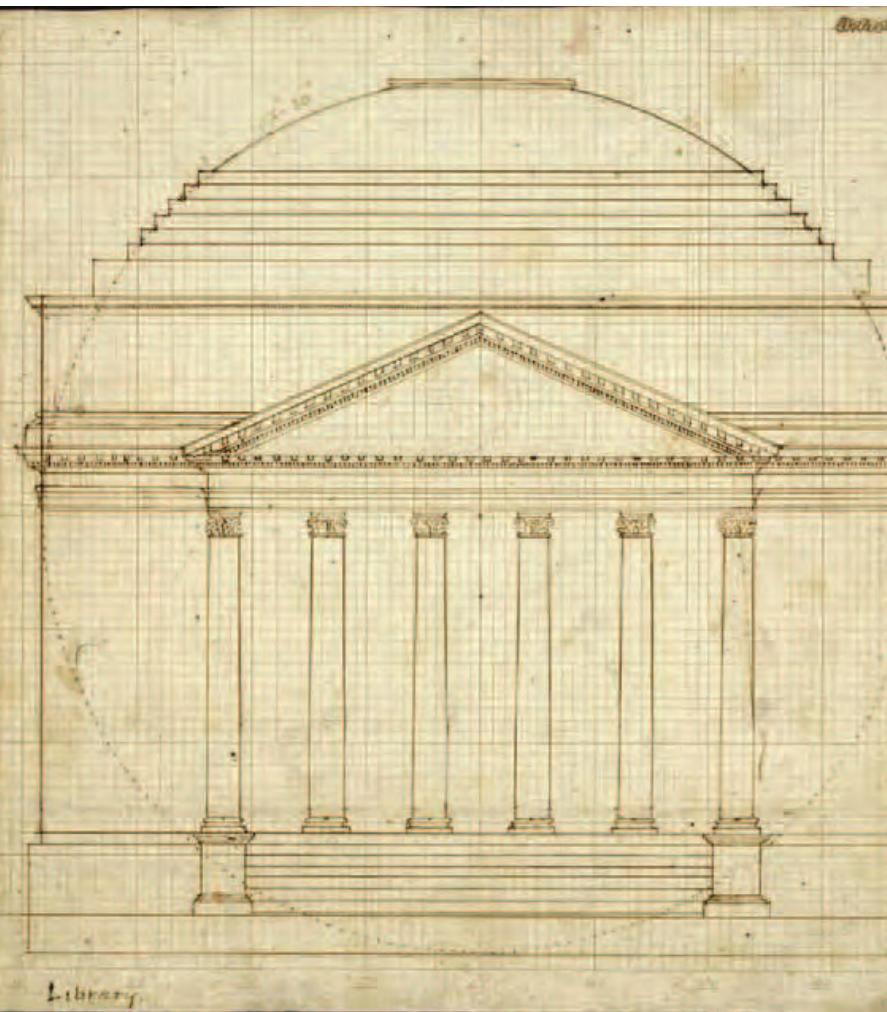
"The need of a great library building, which by its spaciousness and beauty may stand before the world as a symbol of the worth and dignity of learning, is the supreme requirement of this University."

Edwin Alderman, 1931

ACKNOWLEDGEMENTS

We are grateful to the University's faculty, students, and staff who contributed to this study. Your passion for Alderman is clear and your ideas thoughtful. We look forward to continuing the conversation about the possibilities for the library system and to broadening the dialogue to include as many faculty, students, staff, donors, friends, and stakeholders of the Library as possible.

Thank you.



ENGAGEMENT & OUTREACH

Thank you to these faculty, students, and staff who contributed their time and thoughts to this study:

- **Bradshaw, Catherine**
Professor, Curry School of Education
- **Brighton, Catherine**
Associate Professor,
Curry School of Education
- **Brown, Donald**
Director of the Data Sciences Institute and
W.S. Calcott Professor of Systems
Engineering
- **Devaux, Stephanie Michelle**
College of Arts & Sciences
- **Halliday, Paul**
Julian Bishko Professor of History
- **Harold, Claudrena**
Associate Professor of History
- **Hawley, John**
Associate Dean for the Sciences and John
Dowman Hamilton Professor of Astronomy
- **Holmes, Archie**
Vice Provost for Educational Innovation and
Interdisciplinary Studies
- **McInnis, Maurie**
Vice Provost for Academic Affairs
- **McPherson, Michael**
Former Associate Vice President
and Deputy Chief Information Officer

- **Mills, David**
Professor of Economics
- **Perkins, Hoke**
Associate University Librarian for Philanthropy
- **Plunkett, AnneMarie**
Lecturer, School of Continuing and
Professional Studies
- **Rourke, Sara McCaffrey**
College of Arts & Sciences
- **Sherman, William**
Professor of Architecture
- **Simon, John**
Former Executive Vice President and Provost
- **Smith, Tyler Jo**
Associate Professor of Art
- **Stuart, Wynne**
Associate Provost for Academic Support
and Classroom Management
- **Suarez, Michael**
Director of Rare Book School,
University Professor and Professor of English

UVA PROJECT WORKING GROUP

- **Richard Minturn**
Senior Academic Facility Planner, Office of
the Executive Vice President and Provost
- **Kate Meyer**
Senior Project Manager
Facilities Management
- **Charlotte Morford**
Director of External Communications
University of Virginia Library
- **Constance Warnock**
Assistant University Architect
Office of the Architect

PROJECT PLANNER - CANNON DESIGN

- **Stephen Johnson, FAIA**
President, CannonDesign International
- **Bradley Lukanic, AIA**
Principal and Executive Director, Education
- **Patricia Bou, AIA**
Principal, Education
- **Jack Mevorah, AIA**
Associate Vice President, Education
- **Chad Barrington**
Senior Associate, Designer
- **Ashley Griffin**
Designer, Architecture
- **Lindsay Mitchell**
Designer, Architecture
- **Kate Lee**
Designer, Interiors

STUDY TEAM

UVA SPONSOR

- **John D. Simon**
Former Executive Vice President and Provost
- **Karin Wittenborg**
University Librarian and
Dean of Libraries emerita
University of Virginia Library
- **Martha Sites**
University Librarian and Dean of Libraries
University of Virginia Library