

**University of Colorado at Boulder
University Libraries**

Norlin Library Renaissance Plan Update

1. Introduction

The University of Colorado's Norlin Library is considered as the flagship library within Colorado and amongst many of the surrounding states in the region. It is the central most fundamental component to the success of the university's academic, research, and outreach mission, It is the center of student and faculty retrieval, processing, dissemination, and application of knowledge.

The original facility was built in 1939. It has undergone a series of renovations and additions since that time, but continues to be challenged by the ever changing needs of today's students, faculty, and now world-wide patrons.

In 2001, the campus engaged in a study to determine the magnitude of facility deficiencies within Norlin Library. It was determined that the level of improvements necessary to completely upgrade the entire facility was not economically feasible.

A second study resulted in a financially feasible solution. This required a new way of doing business and providing services for its patrons. A new strategic planning model, balancing people, space, and materials, resulted in a new approach to using the functional obsolete facility. By adjusting service strategies, the campus was able to create a new vision for Norlin, one within its own shell. This was the new improved 2005 Norlin Library Renaissance Plan. The 2005 Renaissance Plan established a five-phased improvement plan to revitalize the historic facility and restructure it to meet tomorrow's needs.

Since 2005, the campus has made numerous improvements to Norlin Library. The first phase of the Norlin Renaissance Plan, the Norlin Commons, was completed in 2009 and has transformed the Library into a vibrant, active academic center for students. This, plus numerous other minor improvements outlined in the 2005 plan, have started an much needed era of revitalization for the facility.

In the Spring of 2010, the Norlin Planning Team, composed of Libraries faculty and staff; students; and leadership from campus Facilities Management, began to test, reaffirm, and calibrate the next steps within the 2005 Renaissance Plan. The results of these efforts are included herein. The **Norlin Library Renaissance Plan Update** outlines strategic improvements and further study required for the University's academic icon over the next decade.

2. Accomplishments since previous study

Since the 2005 Plan, the campus has been aggressively making improvements throughout the 343,500 gross square foot Norlin facility. In addition to completing the first of the five phases, the campus has also been able to address a series of minor improvements that were planned for future phases. All of these changes are continually aligning service strategies with physical spaces. Patron use of the facility has increased not just in the renovated spaces but throughout the building. These upgrades have occurred since the integration of the 2005 Renaissance Plan:

- Opened the "Norlin Learning Commons" (including Information Technology Services assistance and Budbusters as well as campus Writing Center on the 1st level east side. The facility is open 24 hours a day, 5 days a week.

- Relocated Research Services and reinvented the former Periodicals Room to improve flow and service with improved material adjacencies and higher quality study areas.
- Relocated the Department of Research and Instruction to the 2nd Level.
- Relocated East Asian Reference collection to Research Services.
- Relocated many materials to PASCAL, the University's high density storage facility (more than 1.4 million items are currently shelved here).
- Created a new Graduate Study Suite on the 3rd Level.
- Relocated the Circulation Desk to a location adjacent to the West entrance
- Relocated the Security Center and improved walk around security service.
- Reorganized science and bound periodical stacks
- Improved accessibility (ADA upgrades) to and within the 4th level office suites, classrooms, and meeting spaces.

3. Revisited Issues

The Renaissance Plan Update planning team began with the original 2005 Plan. The team revisited the goals and objectives, strategic priorities and service philosophies associated with that plan and adjusted those accordingly. It used the experience of the improvements over the past five years and the reaction and input from patrons and library staff to establish the following vision.

The Library of the 21st Century

The Library is both physical and virtual. It is ubiquitous providing seamless 24/7 access to information resources and promoting the relationship between study, learning, and research through accessible and appropriate services. It promotes lifelong learning through process in lieu of content.

The library should be a place where patrons feel comfortable and welcome, and are able to find what they need for their research and study. Support and services should be well integrated, easily accessible, without intimidation, and via various methodologies.

Norlin Library should be the nucleus of campus, not just in terms of intellectual activity and discourse, but as a physical place to congregate and spend time. It should be the collaboration core for the academic and research community inclusive of both programs and people.

The Library should be a think tank where knowledge is created through the research, manipulation and application of information. It is the largest portal to the world's database of information.

The Physical Library

To meet the program needs of the entire University, the building and its space need to provide a strong sense of place, collegiate and indicative of higher learning. It should enhance and encourage the user's own capability to learn, grow, and create knowledge.

It should be high quality, comfortable and inviting, creating an atmosphere which will promote increased activity and longer stays. The building should be well lit naturally, acoustically sound, and rich in technology. Its interior design, mechanical systems, and electrical systems need to support the activities and needs within the facility.

Norlin Library should be a place that has ample amounts and a wide variety of study spaces to meet the needs of a diverse user population. Complimenting study space is adequate research space for faculty, and general seating space for other patrons.

Norlin Library should be physically flexible. The environment needs to be easily adaptable to support the ever changing needs of its patrons. This is import both short term and long term to reduce the long term costs associated with maintenance, operations, and capital improvements.

The visual presence of materials should be evident throughout the facility. The facility should have properly conditioned, easily accessible space to hold the library's physical materials and equipment. This should be balanced with the presence of new technologies and the digital library.

The Library should include comfortable space for Library staff which promotes smooth workflows and encourages both team and individual work.

Specifically at Norlin Library, the facility needs to be re-energized, re-activated with a student centered focused supported through new and improved services.

The building should support the space needs for materials, seating and service requirements but also non-traditional places such as social spaces, spaces for lecture series, readings, open presentations, video, film, and other special events.

The Vision Statements guide the Renaissance Plan Update. It refocuses on the building's ability to support its program needs and does not try to force programs into areas of the building the facility simply cannot support. During the programming of the Phase I Learning Commons, the planning team studied the building's strengths, in lieu of traditionally focusing on weaknesses. The team studied which parts of the facility could perform best in the following areas.

- Structural capacities
- Natural light
- Acoustical capabilities
- Mechanical systems
- Electrical capacities
- Technology support
- Accessibility
- Historic character
- Ability to change

Programmatically, it was evident the updated plan needs to address three main priorities within the capabilities of the existing building.

1. Materials - What can the building logistically support? What is the capacity of the building structurally and mechanically?
2. Study and Seating - Continue to increase the facility's seating capacity in a way that supports a diverse study paradigm.
3. Collections Service - Better align library services with patrons. Patron interaction and Collections Services are top priorities.

1. Materials - Instead of placing materials into spaces that were not designed for collections, and taking up valuable real estate that could be used for people, the planning team studied the capacity of "book appropriate" space in the Norlin Library. The following table summarizes the material capacity of the aging building.

Stacks

2 nd Floor Basement	175,000 Volumes
1 st Floor Basement Compact	300,000 Volumes
1 st Floor Basement	175,000 Volumes
Main Stacks Traditional	715,000 Volumes
East Asian Traditional	121,500 Volumes
Optional Old Special Collections	67,500 Volumes

1,554,000 or

1,550,000 Volumes

It is clear the existing building has a limit to what it can support. The above table identifies the amount of space for traditional bound volumes. The building can house approximately 1.55 M volumes. At times there have been close to 2.0 M volumes squeezed into the building.

The most alarming issue is the space associated with the University's most prized possession, its Special Collections and Archives. The majority of these collections are in areas that are at capacity or mechanically uncontrolled, putting these materials at extreme risk. A significant portion of Special Collections are housed immediately below the building's main chiller units which hold hundreds of gallons of water. The library continues to utilize the PASCAL facility to house portions of the general collections whenever possible. This reduces the pressure on stack space at Norlin, but this will eventually reach capacity as well. Complicating the matter is the fact that Archives and Special Collections are used by patrons much differently than general collections. Support and service personnel must be present, security is unique, and adjacent study space is required within the collection making PASCAL almost impossible to utilize for the vast majority of special materials.

2. Study and Seating - The phase I - Learning Commons enhanced the Libraries ability to support student study needs and learning resources, however it only addressed a portion of those needs. The Renaissance Update continues to address the limited amount of study and seating. Individual quiet reading space is important but so is access to computer workstations, collaborative spaces, team room spaces, and group meeting spaces. The Library currently has just over 1,500 seats for faculty and student study and group work. For a campus the size and type of Boulder, national standards recommend between 10% and 20% the student body. Due to the physical constraints of Norlin, the planning team continues to use the minimum 10%, or approximate goal of 2,500 seats. The following table outlines the pedagogical distribution of seat types which supports today's students and faculty. This represents the approximate amount of space the planning team is trying to capture for seating with a strategic location of materials among improved service strategies.

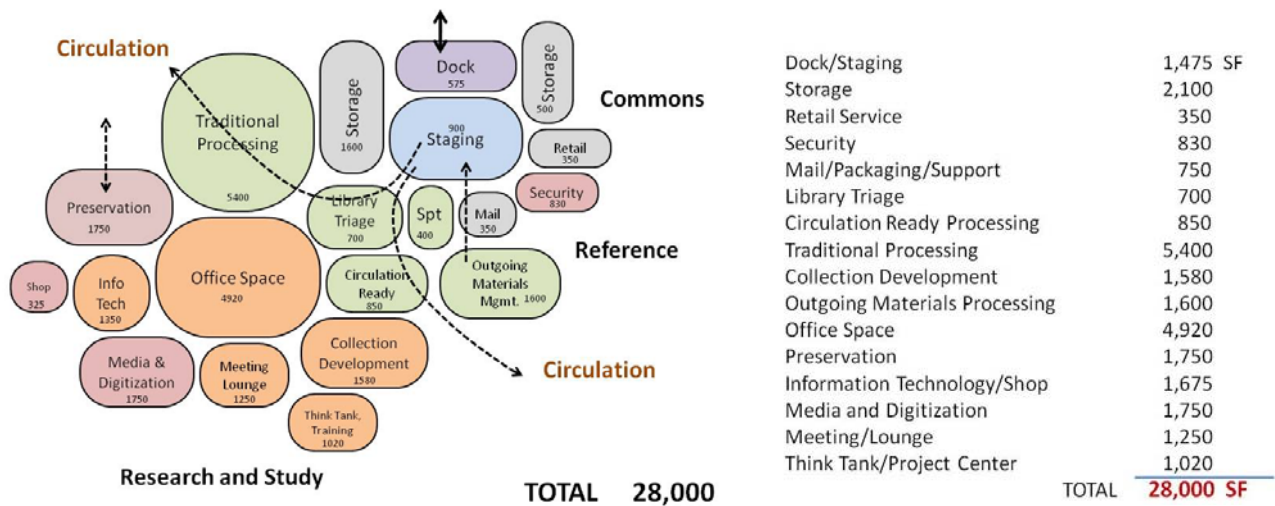
Target Number of Seats **2500**

Type	Percent Seating	Number Rooms	Number Stations	# Persons	ASF per Stn/Room	Total Area
Lounge	10.0%		250	1	30	7,500
Individual Study	10.0%		250	1	15	3,750
Individual Computer Stations	15.0%		375	1	18	6,750
Team Computer Stations	3.0%		75	3	15	375
Teaming	5.0%		125	4	12	375
Gaming	2.0%		50	2	20	500
Open Carrel	5.0%		125	1	20	2,500
Small Table	5.0%		125	2	60	3,750
Medium Table	7.0%		175	4	80	3,500
Large Table	10.0%		250	8	150	4,688
Group Study						
Small	7.5%		188	4	100	4,688
Medium	5.0%		125	8	160	2,500
Large	3.0%		75	12	220	1,375
Café Seating	2.0%		50	3	25	417
Graduate Student Carrel	5.0%		125	1	40	5,000
Faculty Carrel		100	100	1	75	7,500
Bar Counter	2.0%		50	1	10	500
Supervised Seating	1.3%		33	1	20	650
Reference Consultation	0.5%		13	1	20	250
Multimedia Viewing Stations						
Small	0.7%		18	1	30	525
Medium	0.5%		13	4	125	391
Large	0.5%		13	12	250	260
100.0%		Seats	2,500	Area		57,743

3. Collections Services - The third focus for the Renaissance Update relates to the newly developed collection services area. Collection services include the broad range of activities considered by many as a “back-of-the-house” operation. These activities are the foundation to how Norlin's materials are obtained, cataloged, shelved, preserved, accessed, delivered, secured, and managed. It includes the PASCAL service and interlibrary loan service as well as digitization and materials management.

Since the previous plan, it has become evident that the new and improved service strategy for Collections services is necessary but the existing space where the Collection Services reside needs improvement to support the new services. The highest percentage of employees within the Libraries perform collection services and they are in space that has been neglected for over four decades.

The following adjacency diagram, and associated space needs, describes how materials and supporting services flow through the improved process. These services will remain on the first floor lower west level due to patron priorities, operations, and building capabilities. The location remains ideal and the amount of space is adequate, however the quality of this area is below acceptable and it does not support the range of work performed. A renovation of this area is planned and needed to support patrons. In previous plans this was addressed but as a low priority. Over the past five years it has become a higher priority due to the role and increased importance on patron services.



4. New Considerations

The Norlin Renaissance Plan Update has incorporated the 2005 Plan's considerations that have yet to be addressed at the time of this update, along with the new considerations within this update. The last five years have provided new experiences, new technologies, new priorities and even a further focus on patron services.

The Planning team studied numerous ways to utilize the Norlin Library building in a way that assures the highest and best use, without compromising services. For the past 40 years, the building has tried to support more than it can physically handle. With today's technologies and new ways to handle the storing and access of materials, a new Norlin can be reborn. The following strategies, considerations, and approaches, provide the basis to a new set of plans for the Renaissance Plan Update.

New Initiatives

- Continue to study the long term location of Special Collections and Archives. These materials are in danger due to the low quality space, their location within the building, and lack of environmental control where they reside. Options include relocation to sites other than at Norlin but also the potential of a materials storage facility adjacent to north side of the existing stack area.
- Reduce the number of materials housed in Norlin Library to 1.5 million volumes. Adopt a single call number system to improve efficiency. Consolidate materials into the east and south stack areas specifically constructed to house materials.
- Improve the space collection services resides in. Repurpose the space to be more flexible and people friendly.

Continued Improvements

- Continue with the concept of opening up the building's central core and linking the east entry with the west entry.
- Remove the computer lab and relocate third floor west offices to create a new study area overlooking Norlin Quadrangle. This was the original intent of the building design.
- Continue to address seating and study priorities.
- Continue to capture materials space on the west side of the building and repurpose to study and people friendly spaces.
- 6 Move non-Libraries services to the first floor east side for improved building use, access, and efficiency.
- Consolidate library administrative services to the fourth floor.
- Continue to move lesser used materials to PASCAL to allow improved efficiency in building use. Consider Government Documents be located in lower level of Norlin unless these can also me moved off site.

5. Recommended Approach

New building use concepts are included in the following section 6 of this plan. These describe the new initiatives along with current ones and how together, they repurpose the Norlin Library for the 21st Century. Consistent with the previous plan, is the need to relocate the Special Collections and Archives. There is no feasible way for the current facility to house these delicate and very special materials. As stated before the current building can only do so much and it cannot support such a mechanically intensive space as large as it needs to be to house these materials. Once a better home for these materials is found, the historic Norlin Library can be improved to lengthen its useful life and support its programs.

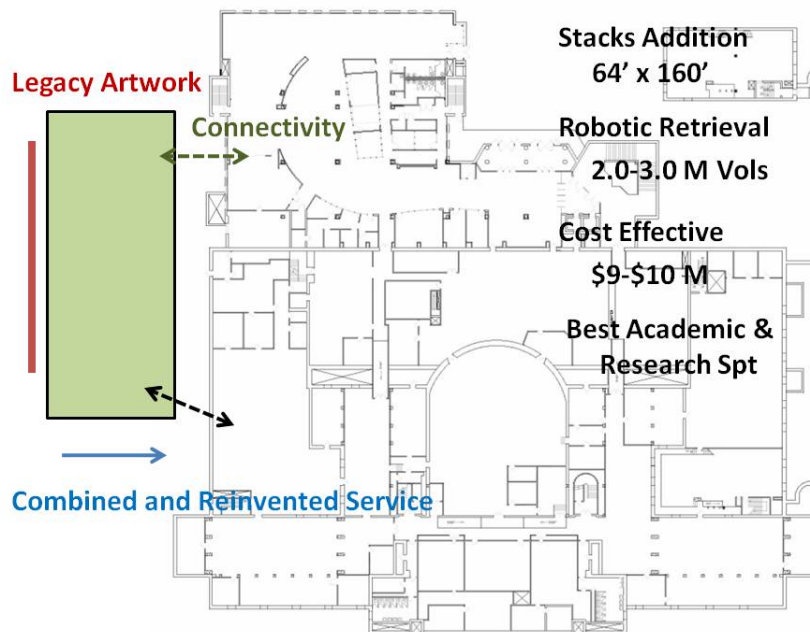
Each floor requires a variety of work to improve the space. The approach attempts to use the building in a way it was originally intended. This reduces the actual costs from the previous Renaissance Plan by almost 50% (25% plus the compounded increase over the past five years). The following budget indicates the range in costs estimated for each floor. These are further broken into smaller projects for funding purposes and have been made available to Library Staff for budgeting purposes.

2 nd Level Basement	\$175,000 - \$200,000
1 st Level Basement	\$775,000 - \$900,000
1 st Floor	\$7,000,000 - \$7,600,000
2 nd Floor	\$2,675,000 - \$3,050,000
3 rd Floor	\$3,750,000 - \$4,150,000
4 th Floor	\$2,950,000 - \$3,400,000
5 th Floor	\$500,000 - \$550,000
TOTAL	\$17,825,000 - \$19,850,000

Implementation - The Norlin Library will continue to address its building deficiencies to the best of its abilities. Most all improvements are dependent on the ability to secure funds. Library Staff continually works with University Staff to address improvement on an annual basis. Minor incremental improvements will come together over time to support its programs if done consistent with this or subsequent updates to the Norlin Renaissance Plan.

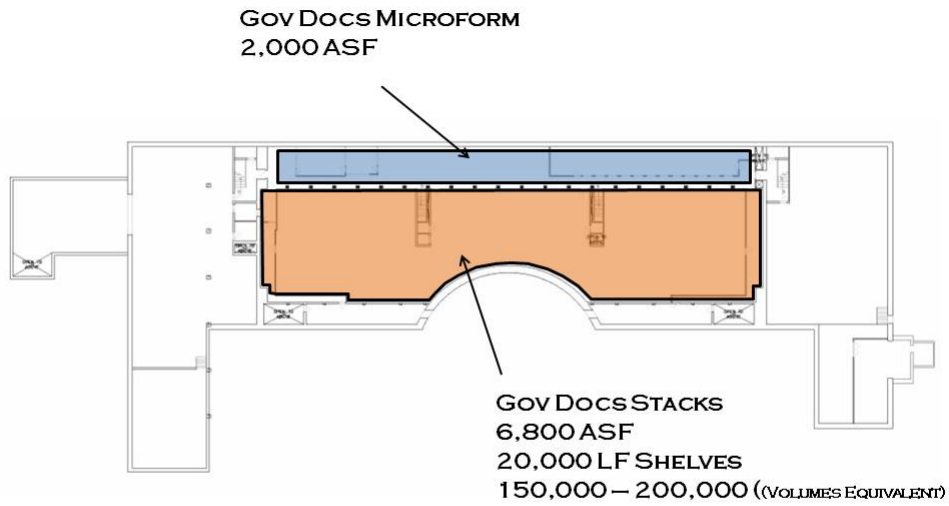
Parallel to the planned improvements to the existing Norlin library is the need to address Archive and Special Collections, or better defined as simply "Special Materials". During the planning process, the consulting team, with support from university planning staff, looked at the potential of creating a Special Materials Center adjacent directly to the north of and adjacent to the existing stack tower of Norlin Library. This concept initially appears to be a cost effective way to provide a long term solution for Special Collections and Archives immediately on site without compromising other campus needs and consistent with the campus master plan.

This concept was not possible years ago because the technology to store these type of materials and make them readily accessible was not available. With advances in today's storage and retrieval systems, adjacencies to already existing services points, library personnel, supporting materials and study space, this may be an ideal option for our most prized possessions. The addition may have the potential to double the library capacity at a very economical rate. Other off site options also exist so the University determined it was important to study all options further.



Potential Special Materials Center

6. Diagrammatic Conceptual Floor Plans



2nd Level basement

