

Hesburgh Library Master Plan University of Notre Dame

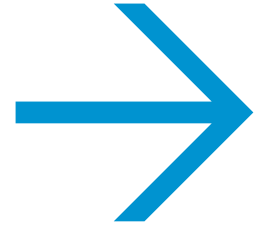


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University of Notre Dame

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I - Executive Summary



Executive Summary

“The mission of the library is, and always has been, to connect people to knowledge across time and space. It is the library’s job to acquire, preserve, organize and steward this knowledge in a way that makes it accessible for study by all scholars throughout time.”

*Diane Parr Walker,
Edward H. Arnold University Librarian*

Introduction

Space strategies that will serve the library’s mission to connect people to knowledge are at the core of the Hesburgh Library master plan. Undertaken by the University of Notre Dame in the Spring of 2013, the purpose of the plan is to identify:

- Long term space use strategies that reflect the changing landscape of the 21st century academic research library and the mission of the University.
- Comprehensive programming and planning for phased renovations of Hesburgh over time as funding is available.
- Identification of priority projects within the overall Master Plan.

In the Spring of 2013, the University engaged the architecture firm of Shepley Bulfinch to assist with development of these recommendations. The focus has been on the transformation of Hesburgh Library to create connections among scholars, services and resources, and to inspire research and learning. Program criteria include strategic shifts in accommodation of print collections and creation of more extensive and more varied study and research environments.

To adequately transform Hesburgh Library in response to the program and current space deficiencies, improvements beyond simple upgrades to interior finishes and furniture are recommended. While these improvements are necessary, bolder initiatives are also proposed to create neighborhoods of library resources and services connected by open stairways and enhanced with new “lanterns” (floor openings) that bring daylight to the interior of the building.

Recommended Projects:

Out of these recommendations for a holistic transformation of Hesburgh Library, the following projects have emerged.

- New Entrance Gallery
- Center for Digital Scholarship
- Teaching Research & Collaboration Hub
- Concourse Transformation & Staff Space
- New Grand Reading Room
- Special Collections Research Center
- New University Music Library
- Tower Enclaves/Floors

Taken together, these projects constitute 204, 500 NSF (net square feet) of renovated space and encompass all areas of the building not renovated in the past few years (Lower Level, Auditorium, Au Bon Pain).

At present, priority projects are the Center for Digital Scholarship, the Teaching, Research, and Collaboration Hub and the Entrance Gallery. If these three projects are completed, the majority of the public spaces on the first and second floors will be renovated, remarkably enhancing library user environments.

The identified recommended projects may be implemented in any order except for the Music Library, which must be relocated to allow for the creation of the new Special Collections and Research Center. However, staff swing space will need to be identified during implementation of each Recommended Project. To enable projects that affect sizable portions of the collections, a new collections annex facility should be implemented within the next few years.

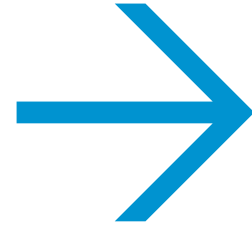
Conclusion:

Through a series of renovations, Hesburgh Library will be transformed into a facility befitting of the important scholarly work that is undertaken within. The sheer size of the first and second floors, each equivalent to a football field, makes bold

interventions critical to a successful transformation. At the core of the plan is the creation of new two story neighborhoods that connect paired activities and services on the first and second floors with daylight introduced to the interior through a series of lanterns. Reconfiguration of spaces will provide a rich mix of environments for collaborative and quiet work, define zones for student study and advanced research, and create destinations for Hesburgh's signature services and resources. Strategic collection shifts to reduce the amount of print materials within Hesburgh by approximately 35% over time will be undertaken to enable the project.

These initiatives, accompanied by freshening of finishes, lighting, furnishings and building systems throughout, will place the University of Notre Dame's Hesburgh Library in step with the nation's leading university research libraries. The Library's vision of connecting people to knowledge across time and space will be fulfilled.

II - Project Overview & Vision



Project Overview

A New Vision for Hesburgh Library:

To guide the development of the Master Plan, the steering committee worked with Shepley Bulfinch to articulate principles defining the role of Hesburgh Library in University of Notre Dame research and scholarship.

Principles:

- The Library should be a connector of ideas, information, experiences and knowledge.
- The Library's purpose should be integrated with the mission of the University of Notre Dame.
- The Library's resources and services should be engaged with research and learning across campus.

Project Goals:

Reflecting these principals, goals for shaping the physical spaces of Hesburgh Library were identified. The Master Plan recommendations grew out of these goals. They focus on creating Hesburgh Library research and learning environments befitting of the University's mission and providing the highest quality of contemporary academic library space.

- Make visible activities of intellectual engagement within Hesburgh Library.
- Promote research and learning services led by the Hesburgh Libraries and those provided in partnership with other University groups.
- Provide high quality study and work environments for all users of Hesburgh Library: undergraduate students, graduate students, faculty, staff and Library employees.
- Implement space strategies for effective access and growth of Hesburgh Library's physical collections.
- Recognize and celebrate Hesburgh Library's unique and special collections that are an important part of the University's identity.
- Facilitate effective Library operations and services.

- Transform the physical environment of Hesburgh Library to reflect its prominence as a leading 21st century university research library.

Space Strategies

Space within Hesburgh Library will be reshaped to provide dynamic, flexible and inspirational environments that will deliver the project goals outlined by the steering committee. Space use strategies included within the programming and planning documents are mapped to the project goals as follows:

1. Make visible activities of intellectual engagement within Hesburgh Library.

- Create places for meetings, instruction, and presentations that are:
 - Flexible and reconfigurable
 - Transparent and prominently located
 - Equipped with the most current technology

2. Promote research and learning services led by the Hesburgh Libraries and those provided in partnership with other University groups.

- Host satellite space for academic and technology resources such as:
 - Writing Center programs
 - Technology Help Desk
 - Center for Research Computing
 - Center for Social Research
 - Kaneb Center
 - OIT
- Provide defined destinations for specialized Library services such as:
 - Center for Digital Scholarship
 - Music Library
 - Rare Books and Special Collections

- Facilitate access to building partners that contribute to Hesburgh Library's role as an important campus intellectual center, such as:
 - Medieval Institute
 - University Archives

3. Provide high quality study and work environments for all users of Hesburgh Library.

- Provide a variety of environments, including those for:
 - Collaboration
 - Focused work
 - Inspiration and reflection
 - Interdisciplinary engagement
 - Creativity and innovation
- Provide appropriate areas for faculty and graduate student use
- Meet subject-specific research needs

4. Implement space strategies for effective access and growth of Hesburgh Library's physical collections.

- Develop an environmentally controlled off-site collection shelving annex with access and retrieval service.
- Reduce the amount of collection held in Hesburgh to ensure that stacks are easy to use and maintain.

5. Recognize and celebrate Hesburgh Library's unique and special collections that are an important part of the University's identity.

- Provide for growth of Special Collections in secure storage environments within Hesburgh Library.
- Provide appropriate space for use of these collections, including:

- Individual study
- Visiting scholars
- Teaching
- Exhibit and display

6. Facilitate effective operations and services.

- Be strategic in planning of staff and service desk spaces to promote efficiency, access and flexibility

7. Transform the physical environment of Hesburgh Library to reflect its prominence as a superior 21st century research library.

- Create a variety of environments for collaboration, focus, inspiration and innovation.
- Provide flexible spatial arrangements that will allow library services to evolve without major future spacial renovations.
- Plan space so that the library is intuitive to use and easily navigable.
- Improve temperature control, ventilation, lighting, power, and access to natural light, to ensure comfort for building occupants.
- Introduce art and display as a means to linking the interior environment with University of Notre Dame's identity.
- Introduce more transparency to improve way-finding and make the resources and intellectual activity more visible.
- Maintain appropriate environmental conditions for collections.
- Plan energy efficient and environmentally responsible building systems.

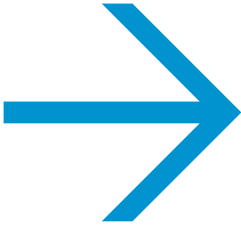


View from Hesburgh Library Penthouse



Current Concourse

III - Building Planning & Design Approach



Building Planning and Design Approach

Ready for Renewal

In addition to shaping space for contemporary library program needs, recommendations to transform the overall physical environment of Hesburgh have been developed. With the exception of a few recently renovated areas such as the Fish Bowl and the new Au Bon Pain Cafe, current library environments are deficient in character and functionality. Interior lighting is poor, furniture is old and drab, and the environment inspires neither reflection nor collaboration.

- Daylight and exterior views are limited. In many locations, windows are blocked from patron use areas by perimeter offices.
- Large, featureless floor plates of the first and second floors make orientation and navigation cumbersome, and zoning space for varying types of activity difficult.
- Staff and Library Faculty offices are dispersed throughout the building in configurations that are not flexible and do not reflect current library organizational structures.
- The tower floors are crowded with stack areas and the limited amount of natural light on these floors is blocked by enclosed study carrels.
- Special Collections user areas are disconnected from the rest of the library, and are “land locked” by the Concourse, limiting potential for future expansion.

Core Planning Strategies

To adequately transform Hesburgh Library in response to the program goals and to remedy the current space deficiencies, improvements beyond simple upgrades to interior finishes and furniture are recommended.

Core planning strategies simplify circulation, create convenient linkages between floors and introduce natural light to the interior of the building, thereby enhancing the quality of environment in Hesburgh Library.



Existing Group Seating



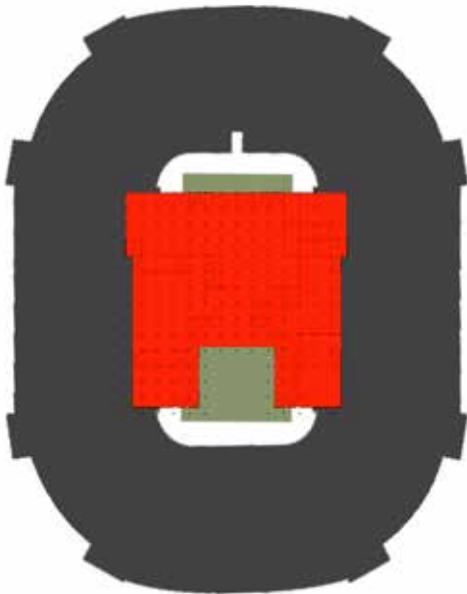
Existing Stack Area



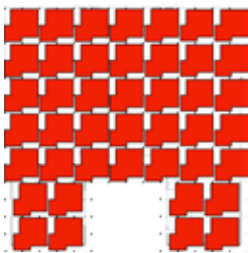
Existing Entrance

Understanding Scale

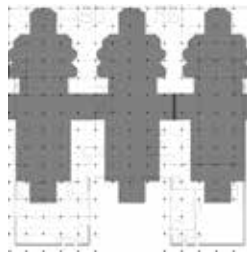
Currently, Hesburgh is characterized by deep floor plates with minimal inter-floor connections. This limits quality of use, navigation, and connectivity. Library users navigate through approximately 57,000 GSF on the first floor, and 86,000 GSF on the second floor, using only the main elevator core and a single open stair. The main elevator core and two egress stairs connect the upper floors of the stack tower, each approximately 16,200 sf. By comparison, each of the ground, first and second floors is equivalent to the length of a football field in each direction.



Hesburgh Library in relation to football stadium



Hesburgh Library in relation to 43 ranch homes



Hesburgh Library in relation to Basilica of the Sacred Heart

Making Neighborhoods:

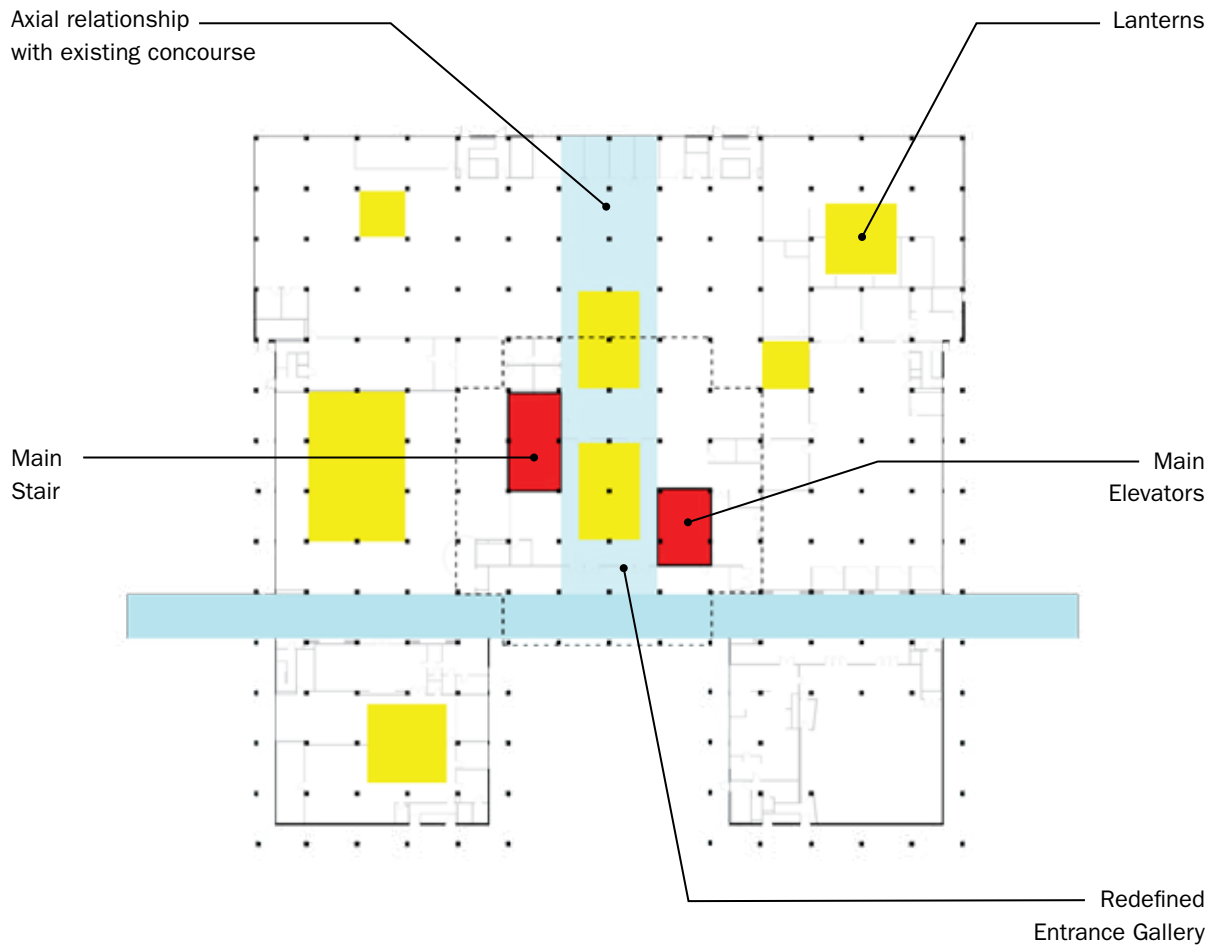
- The construction of two story spaces, Lanterns, connecting the first and second floors will flood the interior with warm, diffused day light, creating atmosphere and a sense of place in contrast to the uniform sea of columns that currently exists. Natural light will no longer be limited to the building perimeter. The new Lanterns will highlight important library services, and comfortable social gathering and activity spaces closer to the building's center
- The Lanterns will redefine the first and second floors as double floor neighborhoods in contrast to the current single floor layout. New open stairs linking the first and second floors will provide the possibility of moving in and out and looking up and down the floor openings. This will enhance the physical and visual relationships between floors, and shorten travel distances between services.

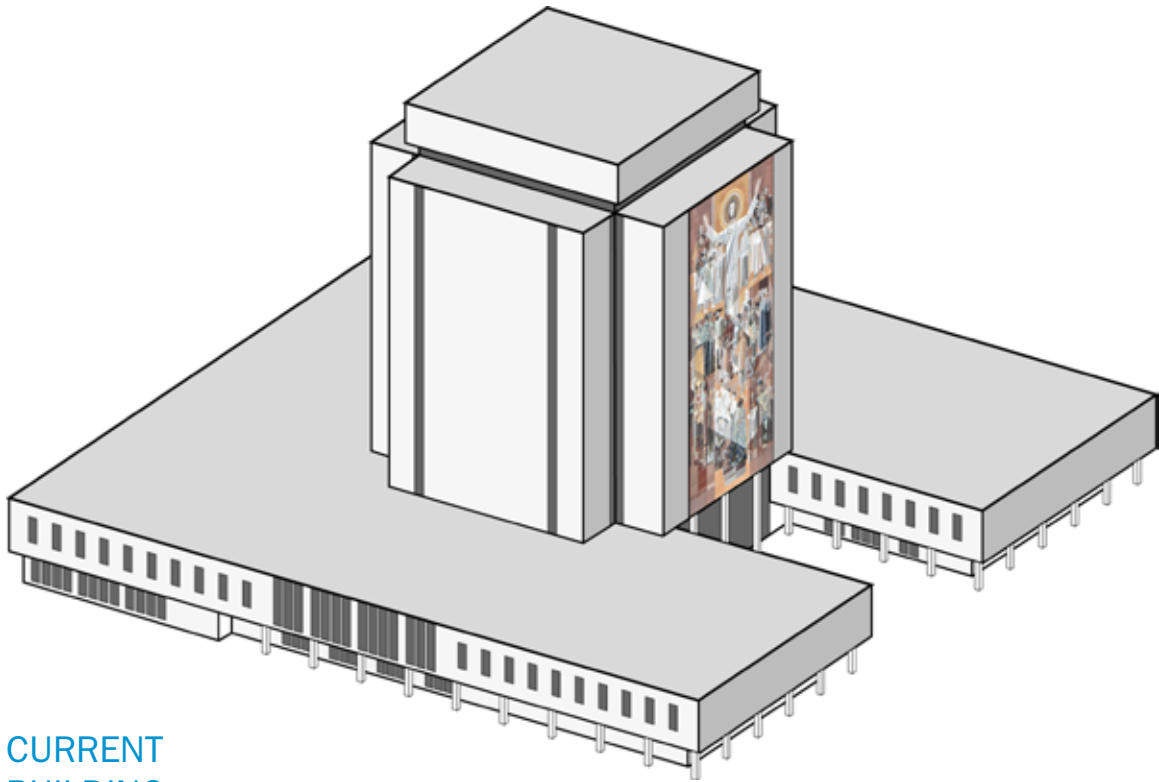
Creating Connections:

- Views across campus to the stadium, an overlook with sightlines from the concourse and main south entrance below, will be provided through new interior windows at the south end of the second floor.
- The Entrance Gallery will be defined with new, sky-lit Lanterns that provide views to activities on the second floor and a strong central orientation point for the library services. The axial relationship set up by the lobby allows for the creation of a north entrance to Hesburgh in the future, as campus development intensifies north of Hesburgh.
- The Concourse will be widened to create seating alcoves and more immediately connect it to the library with a new Scholars Lounge and expanded Exhibit Spaces providing more places for interaction along its length.

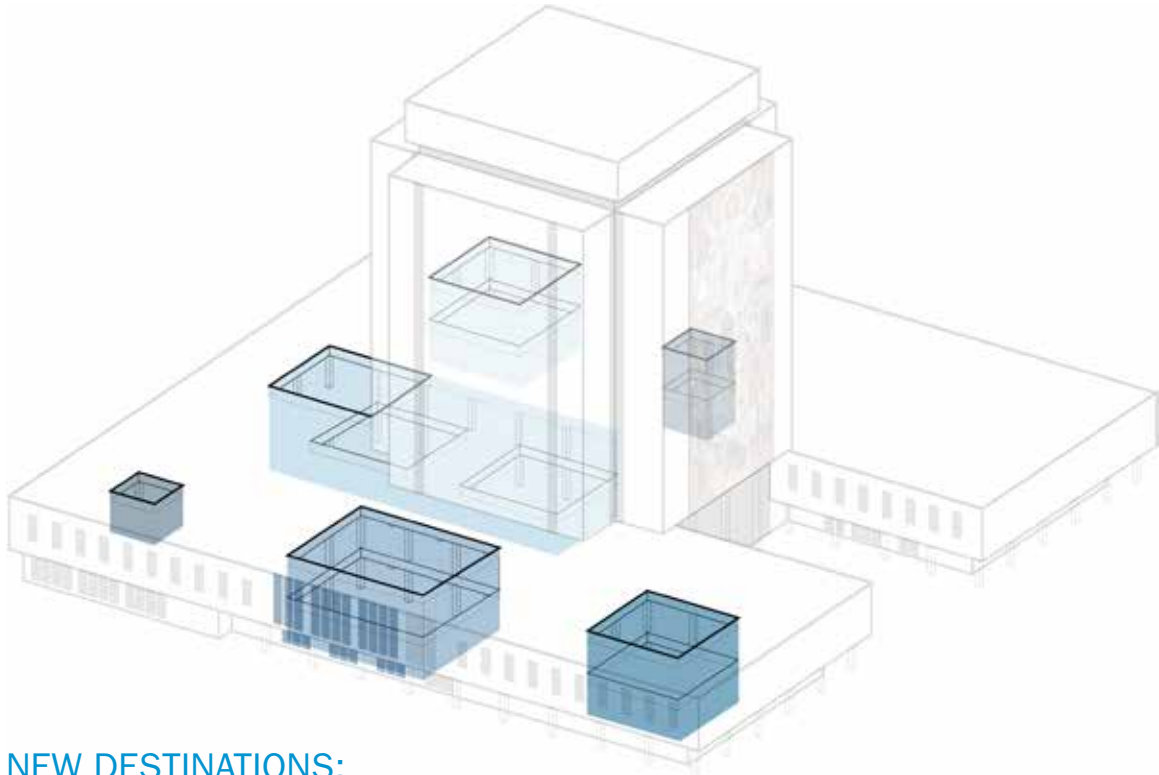
Defining Destinations:

- Special Collections will be relocated to an expanded area on Level 2, with a service elevator connecting it to collection vaults on the lower level.
- The amount of collection will be reduced and enclosed perimeter study rooms in the stack tower eliminated or relocated away from windows to provide natural light from existing windows into the open user areas.
- The Grand Reading Room will infuse Hesburgh Library with an iconic presence, befitting of its role as an intellectual campus crossroad.



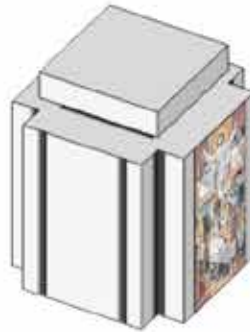


CURRENT
BUILDING
FORM



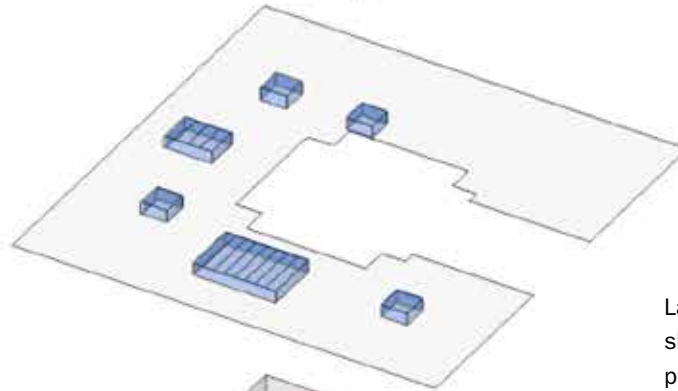
NEW DESTINATIONS:
Neighborhoods and
Lanterns

TOWER



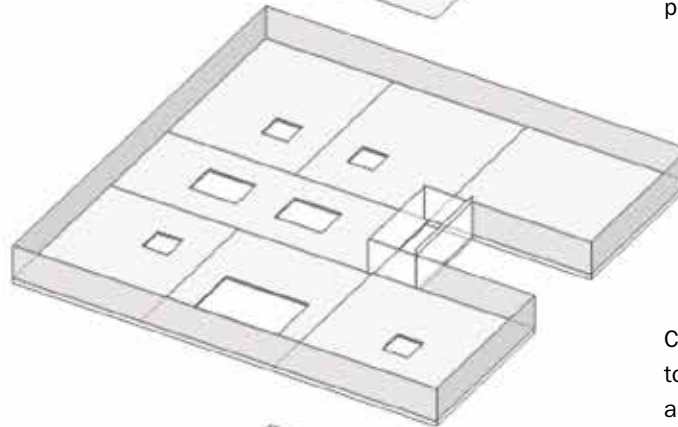
Tower stack areas reduced and corner windows exposed to bring in natural light

ROOF



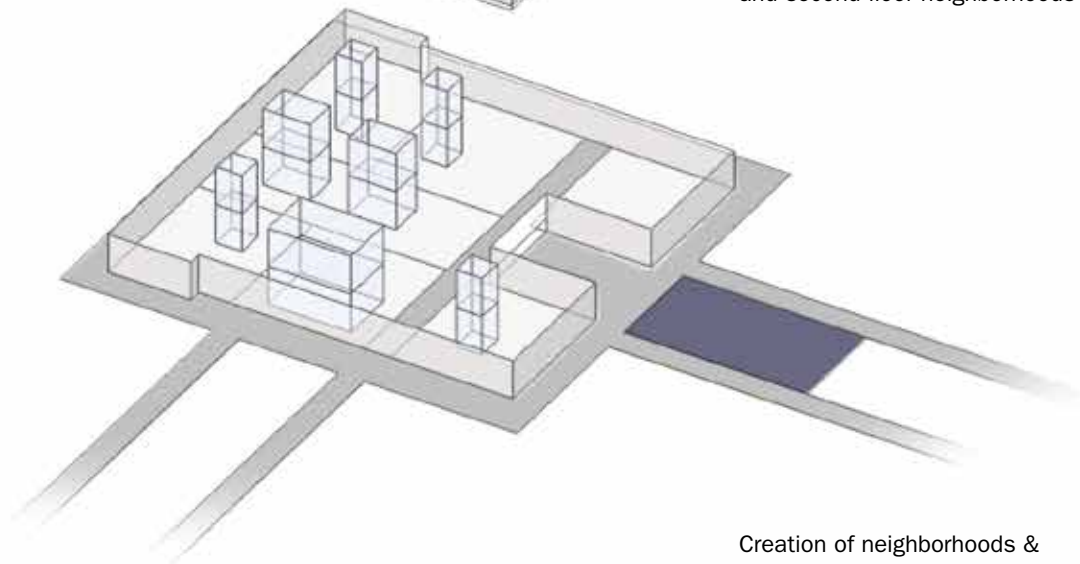
Lanterns with clerestories or skylights to provide natural light and promote wayfinding

SECOND FLOOR

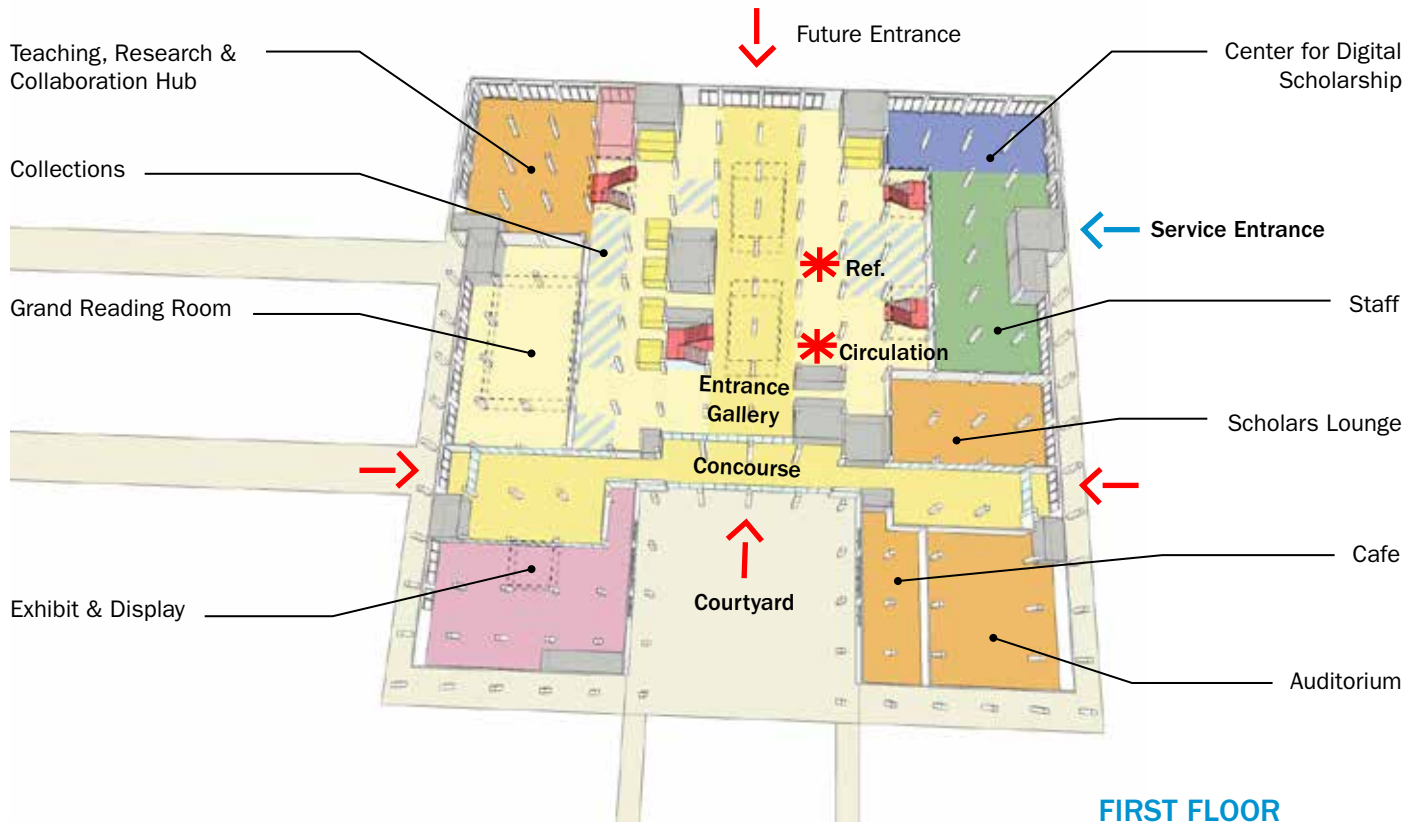


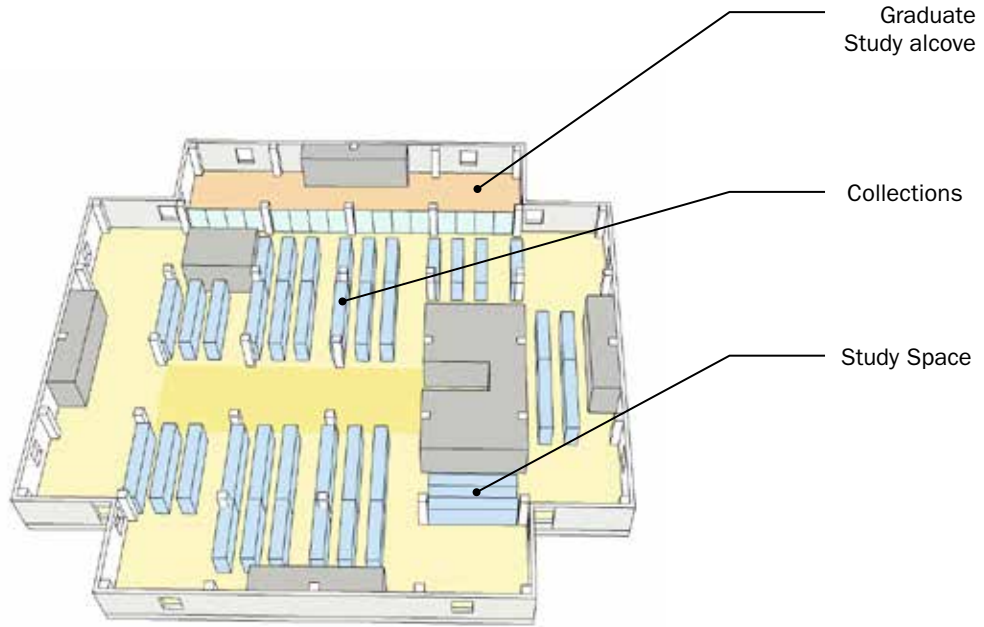
Creation of interior floor openings to break down scale & connect first and second floor neighborhoods

FIRST FLOOR



Creation of neighborhoods & destination spaces

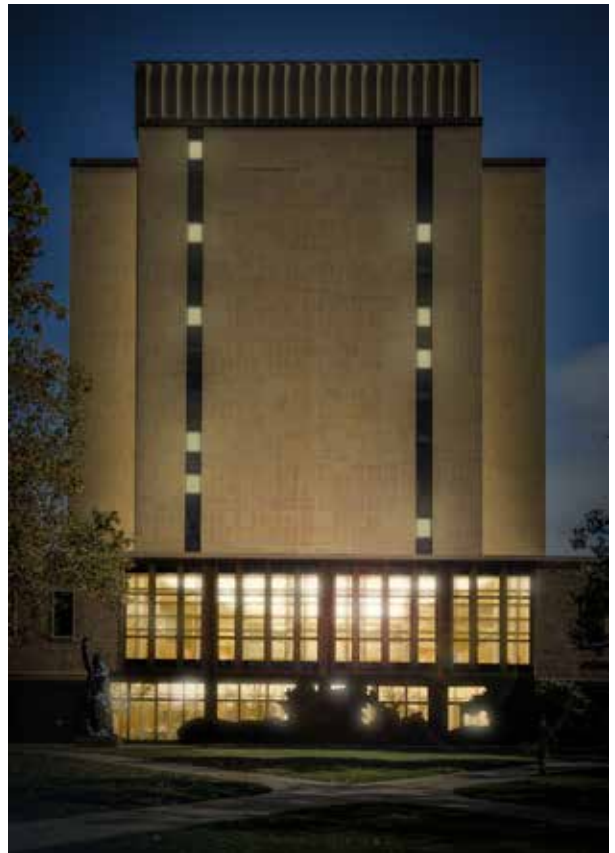




TYPICAL TOWER FLOOR



Hesburgh Library West Facade



*Perimeter Reading Rooms : Evening View
(conceptual rendering)*



New Exhibit Areas, including [Rare Books and Special Collections](#), showcase valued icons of Notre Dame Scholarship along the [Concourse](#).



The [Entrance Gallery's](#) dynamic presence welcomes and orients the Notre Dame Community.



The skylit [Grand Reading Room](#) provides a memorable destination steeped in the tradition of Notre Dame scholarship.



From the second floor overlook of the [Entrance Gallery](#), views are opened up southward towards Notre Dame Stadium.



Lantern topped neighborhoods, such as the [Technology Commons](#), provide open and enclosed areas for interaction and focus.



Tower Enclaves for research and study benefit from daylight provided by the newly exposed corner windows and less dense stack areas.



Design Framework: Legacy and Transformation

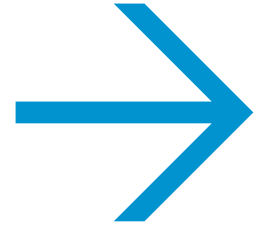
Hesburgh Library, at the time it was built, represented a bold departure from the traditional collegiate gothic campus architecture, echoing movements in both modern Catholicism and broader cultural shifts that defined the second half of the twentieth century. Iconic in its scale and simplicity, and graced with the beautiful and compelling "Word of Life" mural, it marked a new and exciting era for the University. Even as it is once again transformed to embrace contemporary research and scholarship, its bold mid-century modern legacy must be considered in the development of interior aesthetics, lighting, materials and art.

The celebration of original works of art including those by Turkalj and Mestrovic, and incorporation of legacy building materials: bronze, marble, travertine, walnut and rift-sawn white oak, will serve as a departure point for development of fresh interior environments that reflect our place and time.

Natural light is a rich material, vital in creating the mood, texture and quality of interior space. Navigation and placemaking in Hesburgh will be clarified by orchestrating natural light and distributing it throughout the building. The new Lanterns and clerestories and interior arrangements that provide views to campus will infuse user areas with more natural light and define a new palette of opportunities to bring warmth, inspiration and delight to Hesburgh environments.



IV - Program Recommendations



Program Recommendations

Planning and design recommendations focus on the transformation of Hesburgh Library environments to create welcoming, dynamic and inspirational destinations, designed to foster connections between scholars and communities and to inspire research and learning.

Program strategies include:

Collection Shifts:

- Strategic shifts in the amount of print materials held within Hesburgh, with an overall capacity reduction of approximately 35% planned over time to make room for contemporary programs and services.
- Long term planning to shift the majority of the University Archives collections out of Hesburgh.

Varied User Environments:

- Expansion in the amount and variety of space devoted to user seating by 63% percent, and creation of designated areas for quiet study, graduate research and collaborative work.
- Expansion by 75% of spaces for instruction, meetings and events that foster interaction and support the Library's mission.
- Improvements to library faculty, staff offices and work spaces to reflect current functional requirements, academic library planning benchmarks and University workspace guidelines

Enhanced Services and Destinations:

- Enhancement and expansion of Special Collections spaces to better accommodate teaching, research and display, and, over time, expansion of collection holdings.
- Creation of destination spaces within Hesburgh Library consist of:
 - Entrance Gallery
 - Center for Digital Scholarship
 - Teaching, Research & Collaboration Hub
 - Scholar's Lounge
 - Grand Reading Room
 - Special Collections Research Center
 - Music Library

Building Efficiency

The current space utilization efficiency of the library is 77%, which was typical for the era it was constructed. Historically, stack-intensive libraries required less circulation space than contemporary libraries which contain a higher proportion of patron space. In addition, modifications to meet current accessibility guidelines and planned infrastructure improvements will lessen the overall building efficiency. The proposed Master Plan program recommends a space use efficiency of 67%. This is based on contemporary planning metrics for libraries with patron centric space usage.



Advanced Research Carrels

User Seating

Overall, the program provides 2,125 user seats in the Technology Commons, open reading areas, collaborative study space, advanced research carrels, suites and instructional spaces.

This seating capacity will accommodate approximately 18% of the student population. This bench mark is consistent with current academic research library seating targets being implemented by other private research universities.

Existing Space Use

Public / Social Spaces	6,079 asf
Service Points	2,184 asf
Reader Spaces	49,398 asf
TOTAL SEATS	2,125 seats
Meeting / Instructional Spaces	3,487 asf
Computer Training	
(2) Seminar Rooms	
Staff Space	40,770 asf
TOTAL STAFF	145 staff
Office of University Librarian	
Digital Access, Resources + Technology	
Resource Acquisitions and Discovery	
Research + Learning Services	
Admin + Central Resources	
General Collections (303,325 LF)	117,215 asf
Facility Support	400 asf
Music Library	9,867 asf
Special Collections (62,000 LF)	27,172 asf
Center for Digital Scholarship	4,562 asf
Additional Hesburgh Space Use	56,810 asf
TOTAL	317,944 asf
Gross Area of Hesburgh	411,896 asf

EFFICIENCY 77%

TOTAL SEATS 2,125 seats

TOTAL STAFF - 2014 145 staff

*Total Collection Capacity (General and Special Collections) = 365,325 LF

Proposed Space Use

Lobby/Exhibit/Display	4,500 asf
Service Points	2,351 asf
Reader Spaces	80,271 asf
TOTAL SEATS	2,113 seats
Advance Research and Collaborative Seating	
Interdisciplinary Collaboration Space	
Hosting Space for Campus Partners	
Meeting / Instructional Spaces	6,120 asf
(1) 20, (3) 30, (1) 50 person Instruction	
(2) Seminar Rooms	
Staff Space (w/ 10% growth)	32,405 asf
TOTAL STAFF	163 staff
Office of University Librarian	
Digital Access, Resources + Technology	
Resource Acquisitions and Discovery	
Research + Learning Services	
Admin + Central Resources	
General Collections (138,500 LF)	51,219 asf
Facility Support	2,500 asf
Music Library	8,939 asf
Special Collections (100,000 LF)	41,839 asf
Center for Digital Scholarship	8,910 asf
Digital Staff - 10 staff	
Research Stations/Presentation	
High Tech Classroom	
Collaboration/Production Spaces	
Innovation / Maker Space	
Additional Hesburgh Space Use	38,373 asf
Concourse	
Café	
Auditorium	
Lactation Room	
University Archives	
Medieval	
Registrar Instruction	
F.R. Hesburgh Suite	
Penthouse	
TOTAL **	277,427 asf
Gross Area of Hesburgh	411,896 gsf

EFFICIENCY 67%

TOTAL SEATS 2,125 seats

TOTAL STAFF - 2014 146 staff

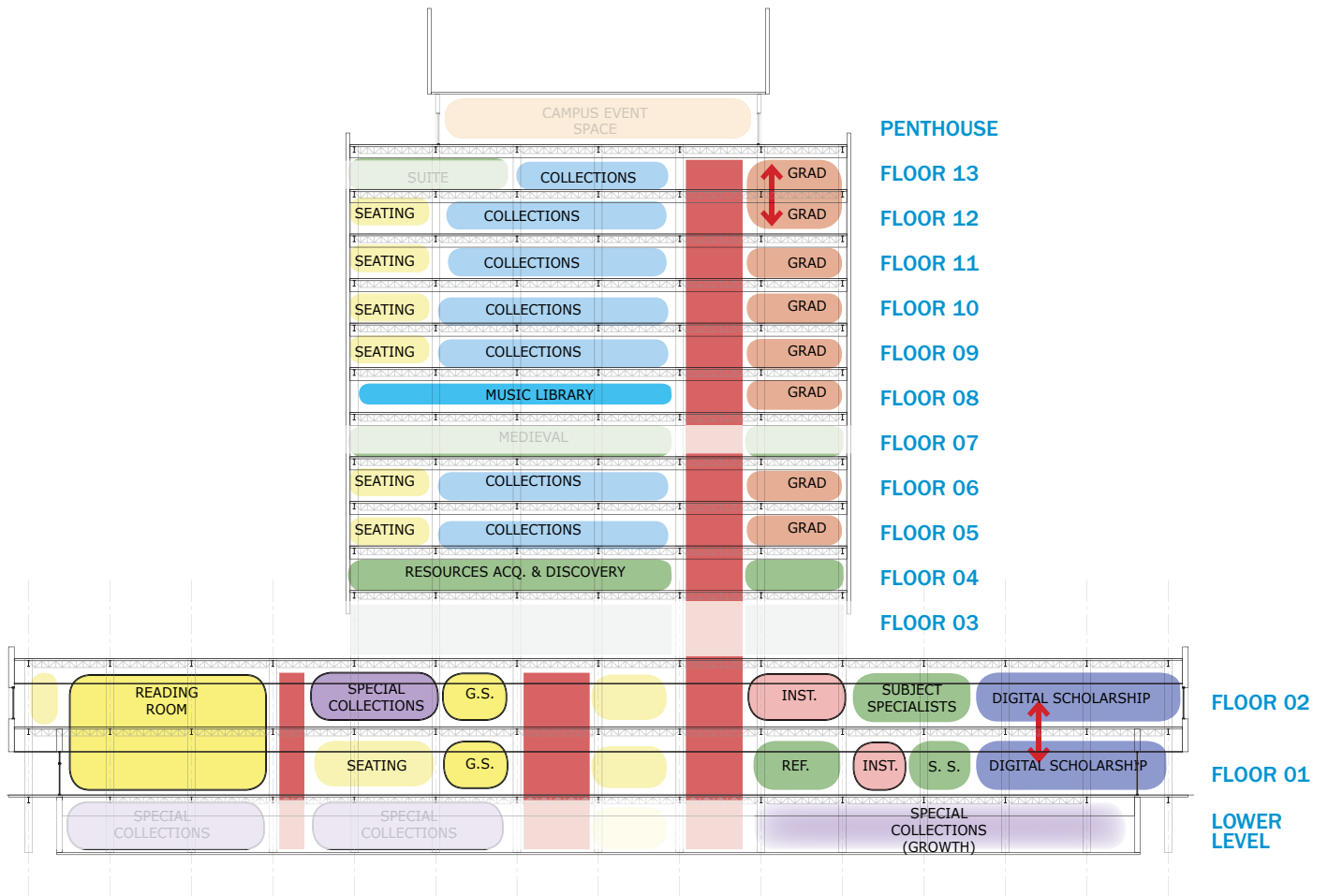
TOTAL STAFF - w/ 10% growth 163 staff

* Total Collection Capacity (General and Special Collections) = 238,500 LF

** Removal of +/- 90,000-100,000 volumes to accommodate proposed floor openings

Program Recommendations

Proposed Space Allocation

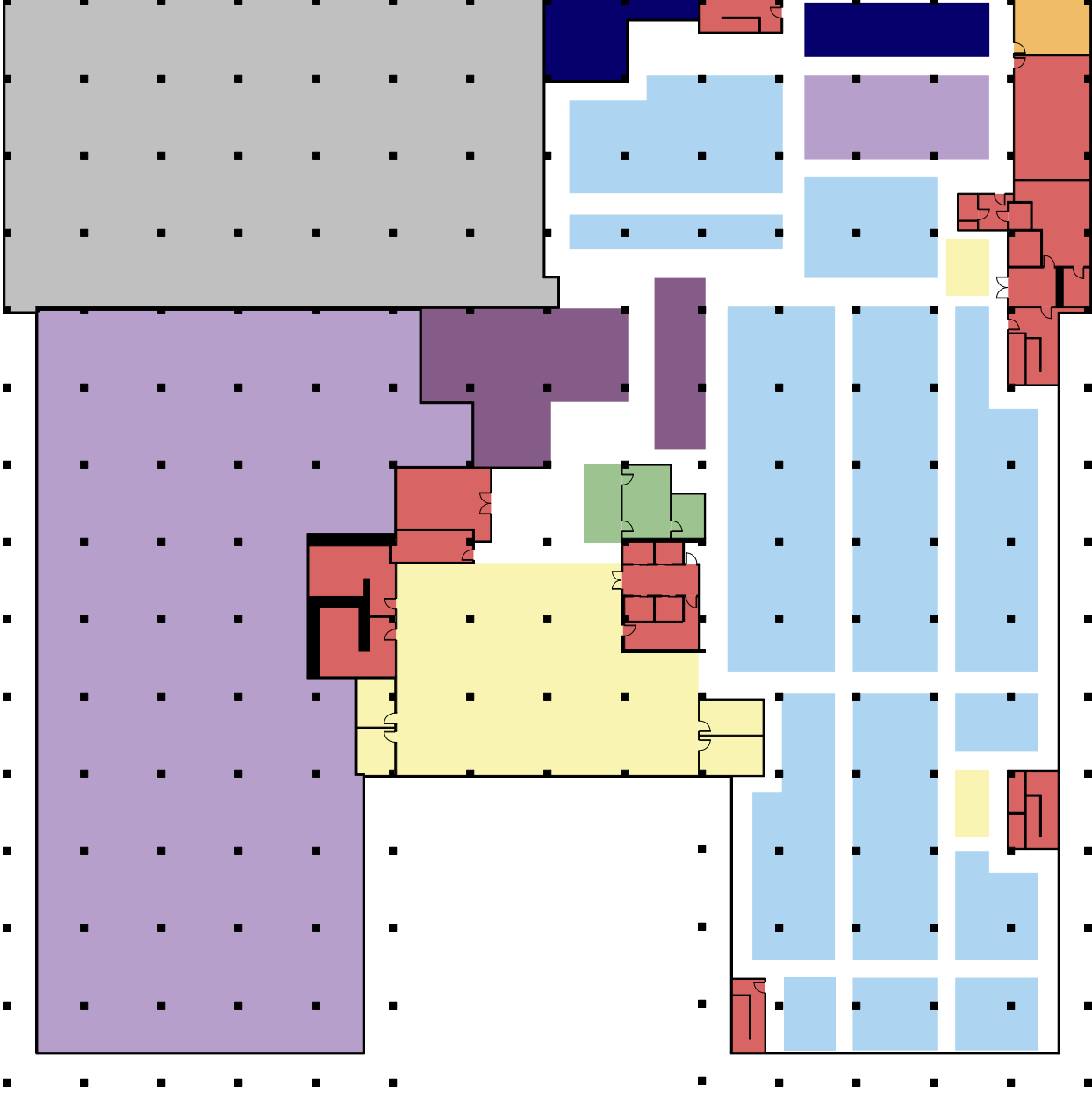
















Diagrammatic Section

Program Recommendations

Existing Space Allocation

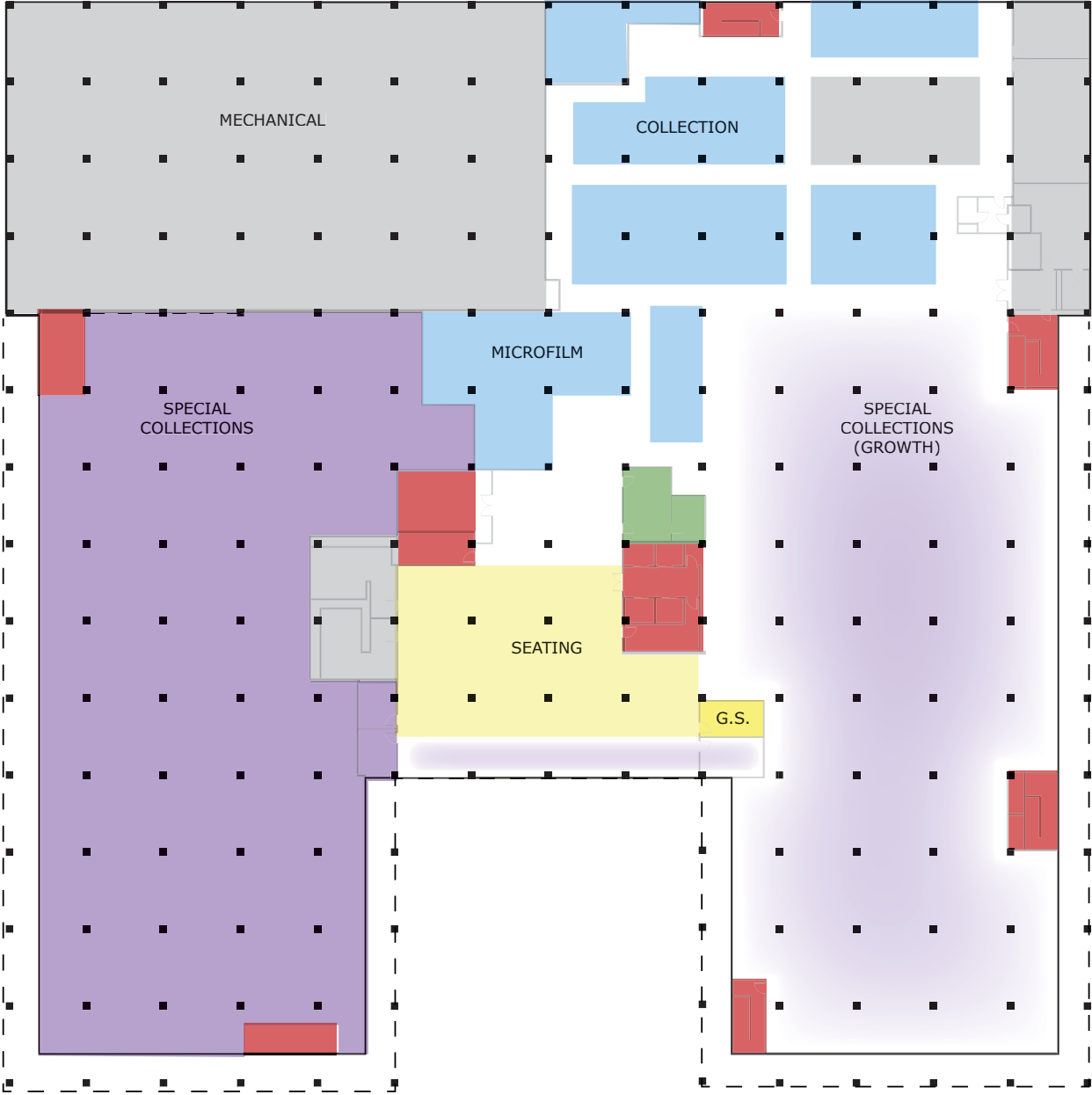
Lower Level



- | | | | |
|--|---|--|---|
|  Collections |  Instructional Space |  Quiet Seating |  Computers |
|  Center for Digital Scholarship |  Special Collections |  Graduate Seating |  Storage |
|  Staff |  Public Space |  Music Library |  Microfilm |
|  Seating |  Core | | |

Proposed Space Allocation

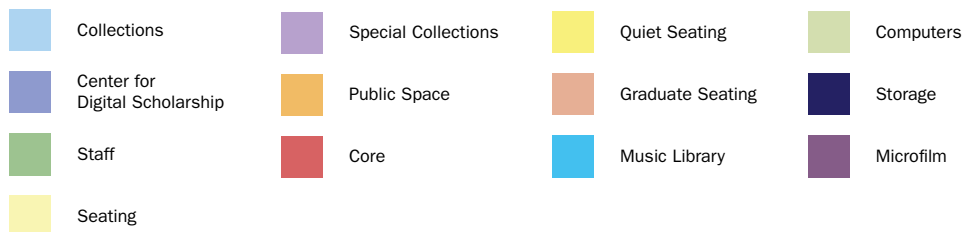
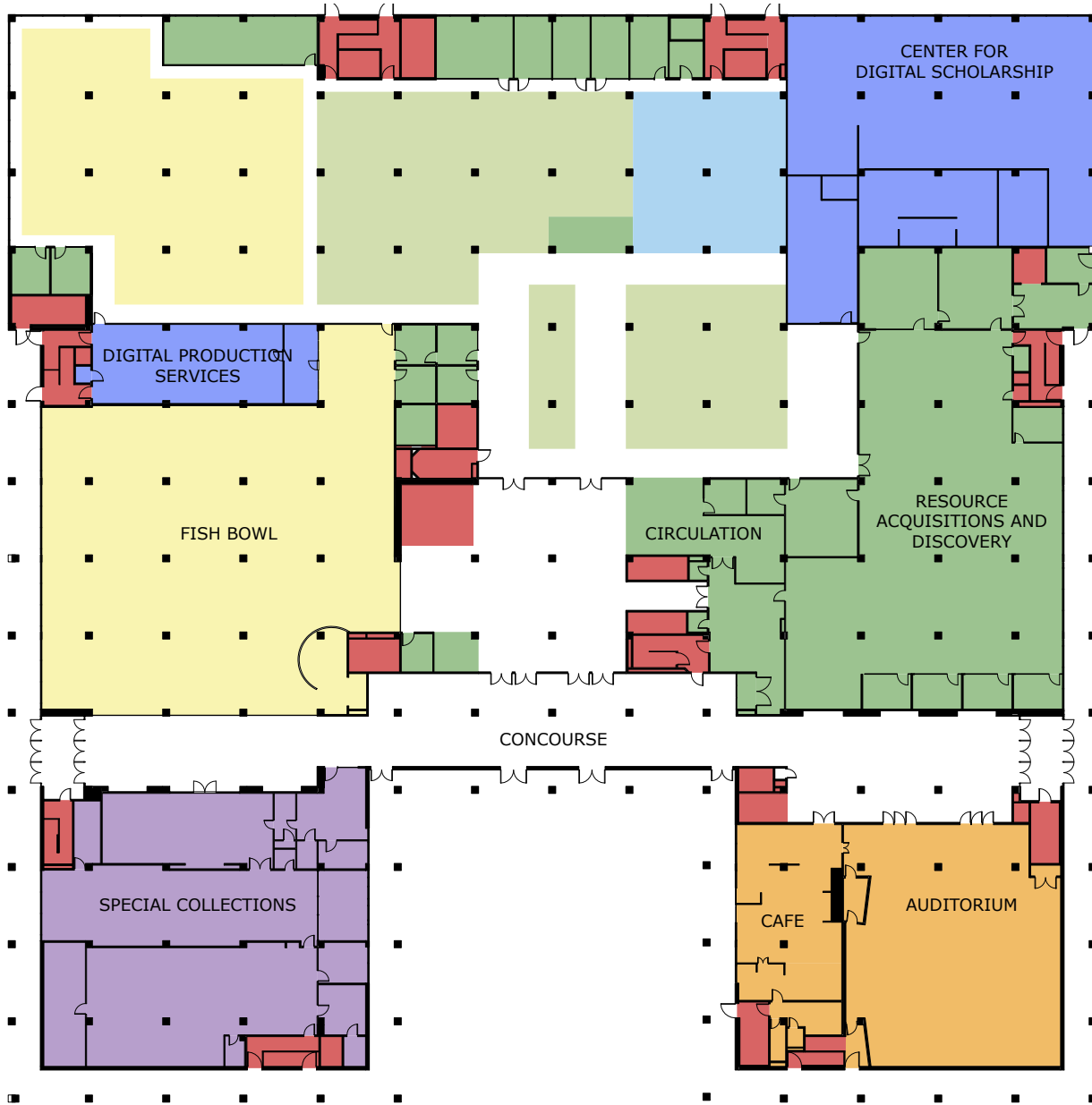
Lower Level



Program Recommendations

Existing Space Allocation

Floor 01



Proposed Space Allocation

Floor 01

















Program Recommendations

Existing Space Allocation

Floor 02



- | | | | | | | | |
|---|--------------------------------|---|---------------------|---|------------------|---|-----------|
|  | Collections |  | Instructional Space |  | Quiet Seating |  | Computers |
|  | Center for Digital Scholarship |  | Special Collections |  | Graduate Seating |  | Storage |
|  | Staff |  | Public Space |  | Music Library |  | Microfilm |
|  | Seating |  | Core | | | | |

Proposed Space Allocation

Floor 02

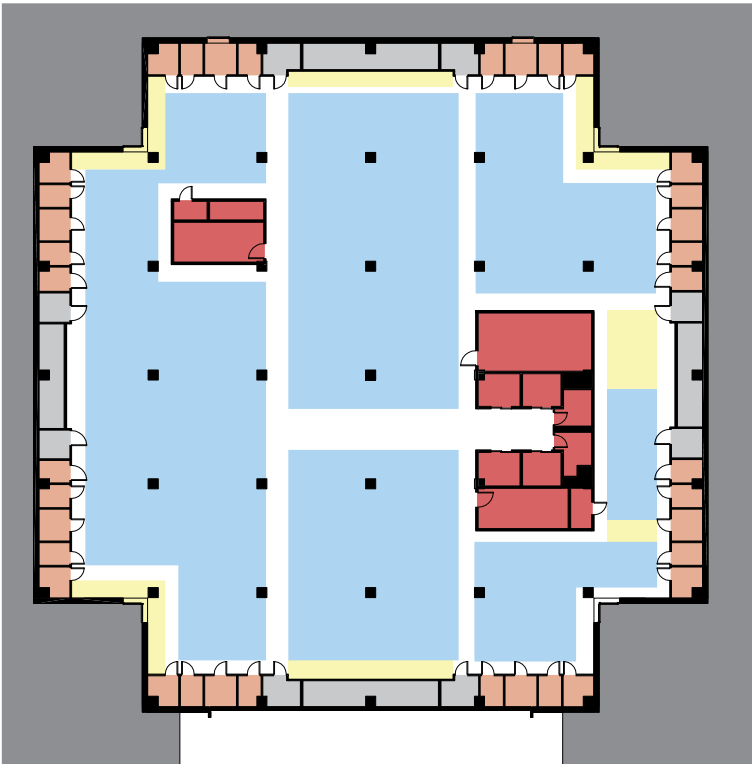


Program Recommendations

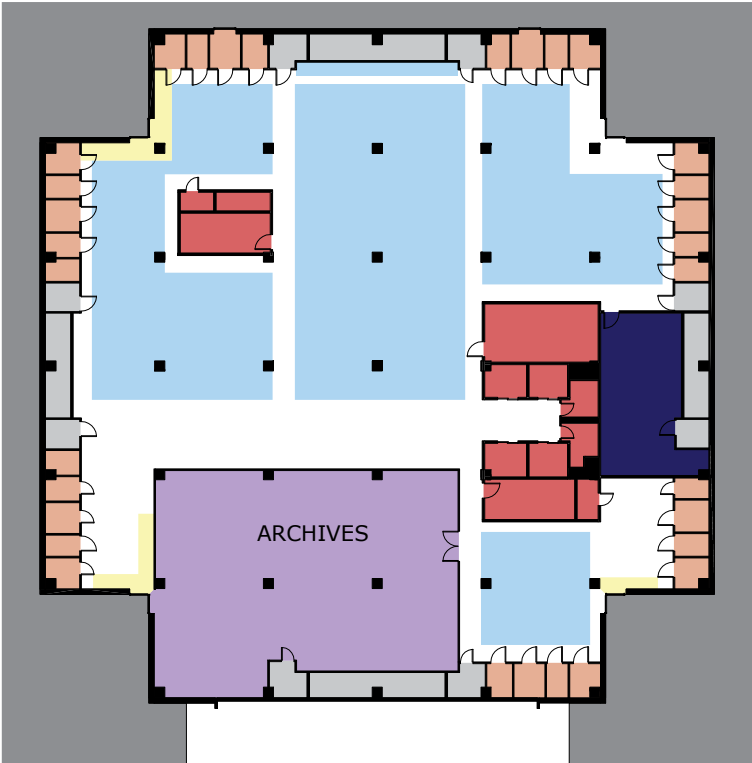
Existing Space Allocation

- Collections
- Center for Digital Scholarship
- Staff
- Seating
- Instructional Space
- Special Collections
- Public Space
- Core
- Quiet Seating
- Graduate Seating
- Music Library
- Computers
- Storage
- Microfilm

Floor 04

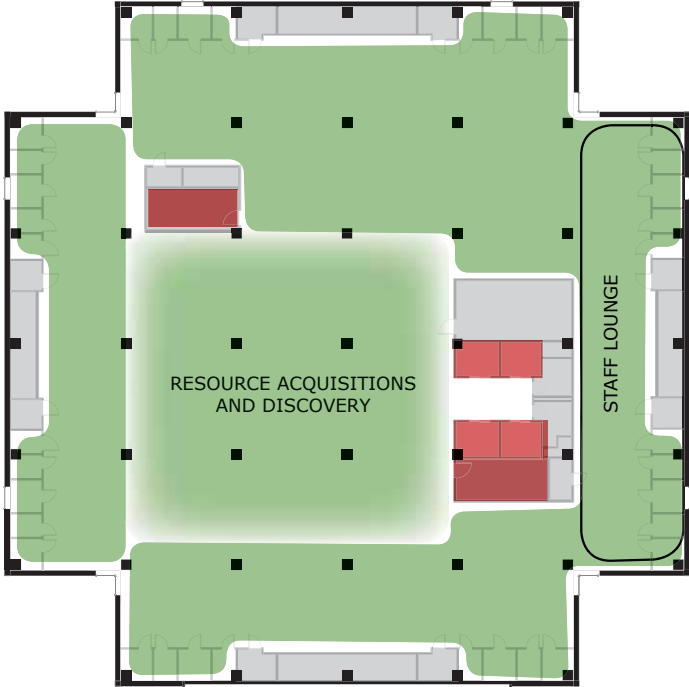


Floor 05

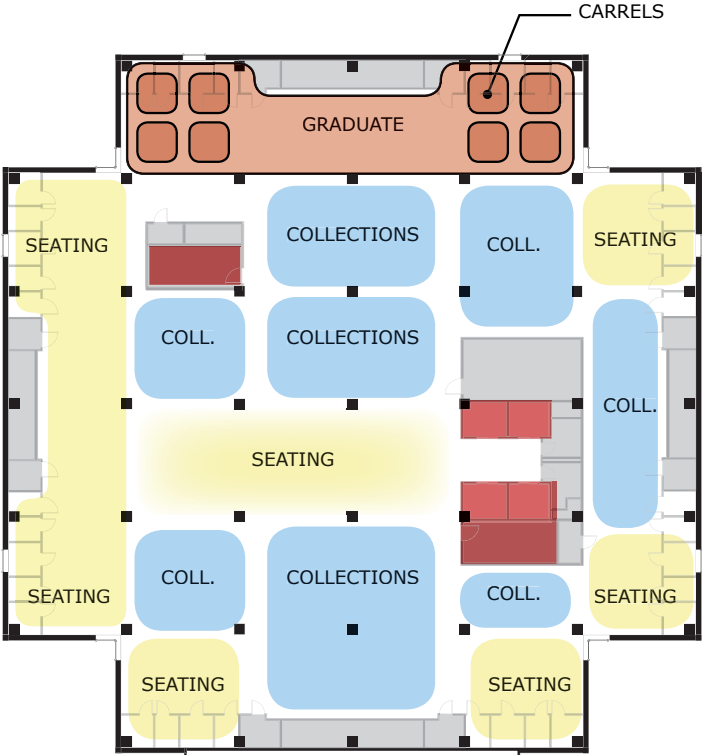


Proposed Space Allocation

Floor 04



Floor 05



Program Recommendations

Existing Space Allocation

- Collections
- Center for Digital Scholarship
- Staff
- Seating
- Instructional Space
- Special Collections
- Public Space
- Core
- Quiet Seating
- Graduate Seating
- Music Library
- Computers
- Storage
- Microfilm

Floor 06

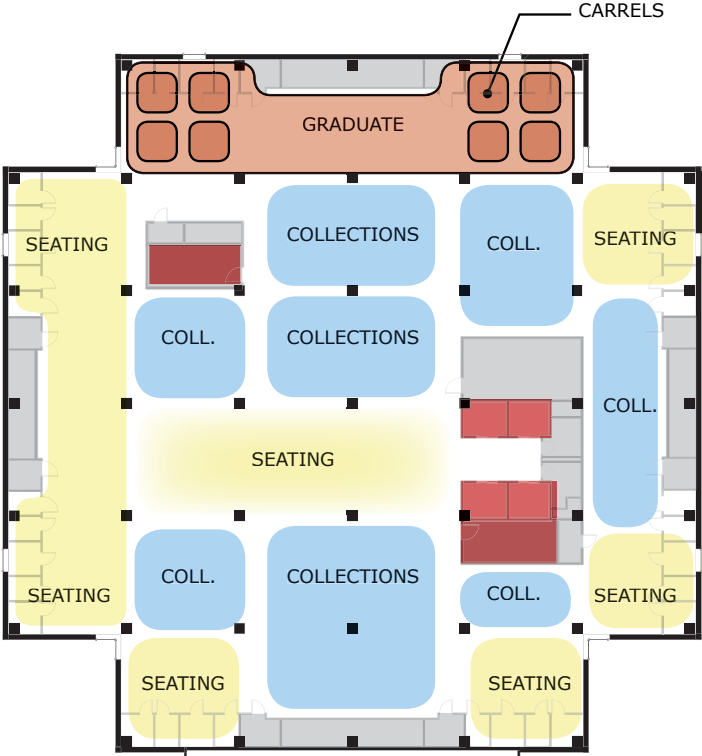


**Floor 07
(Medieval)**

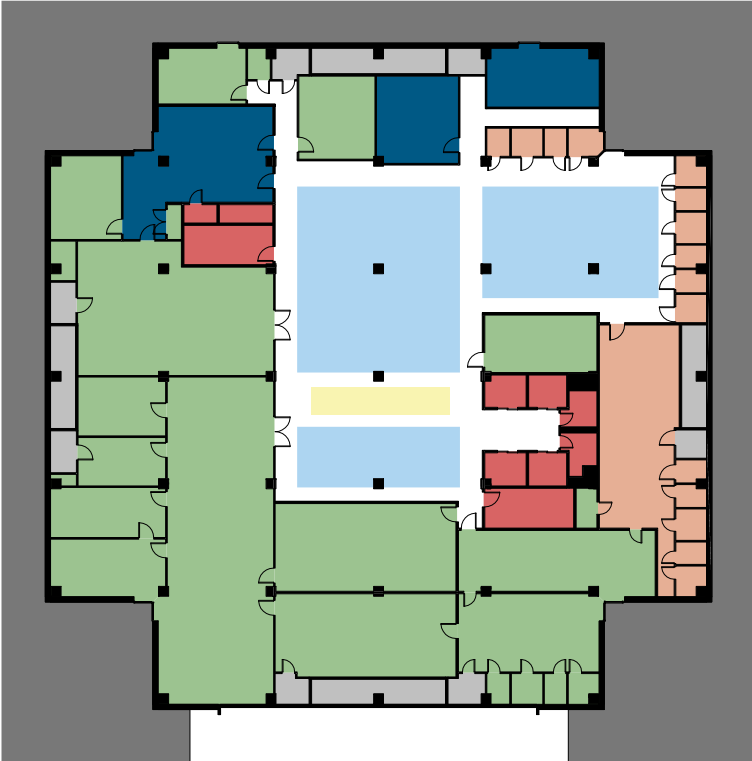


Proposed Space Allocation

Floor 06



Floor 07
NO CHANGE

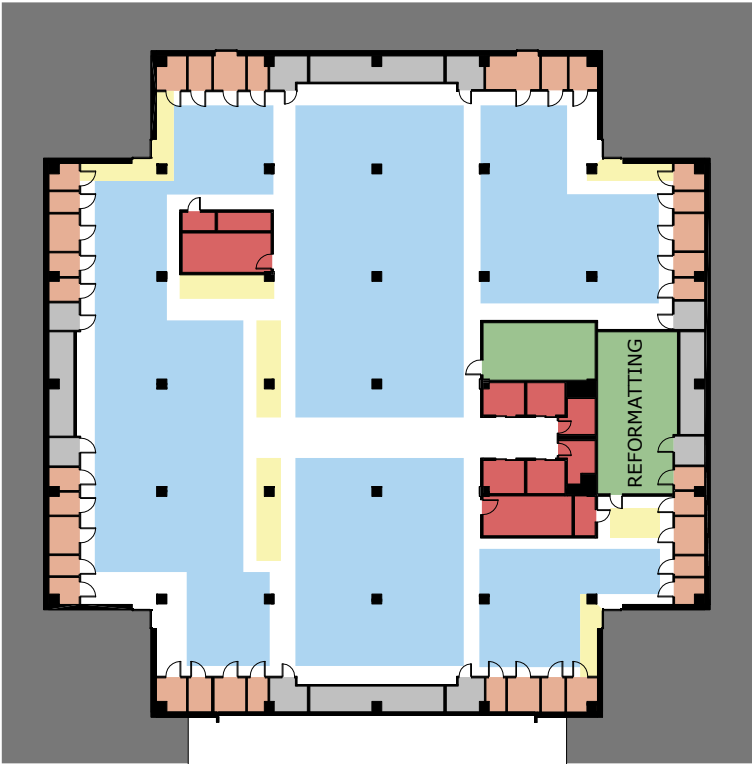


Program Recommendations

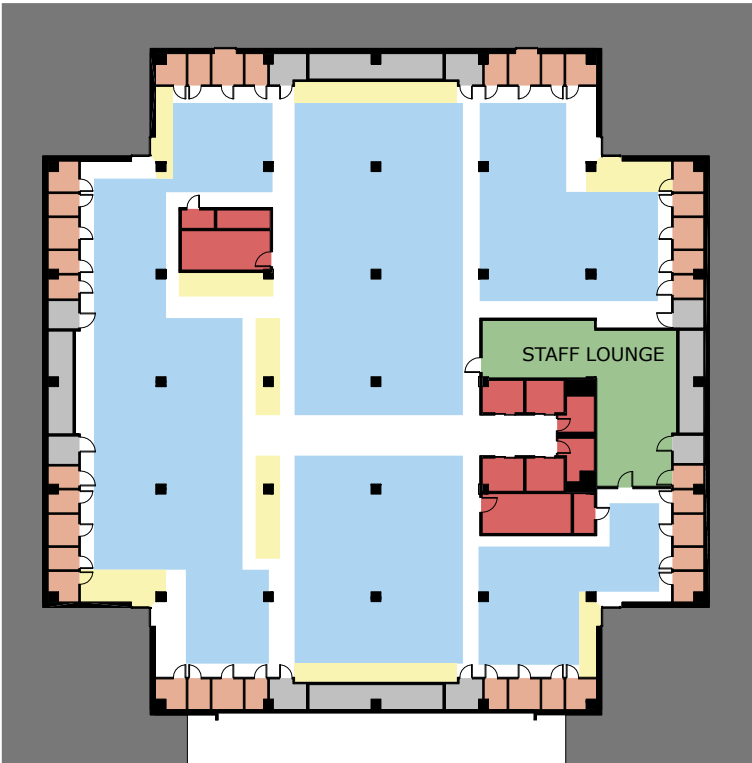
Existing Space Allocation

- Collections
- Center for Digital Scholarship
- Staff
- Seating
- Instructional Space
- Special Collections
- Public Space
- Core
- Quiet Seating
- Graduate Seating
- Music Library
- Computers
- Storage
- Microfilm

Floor 08

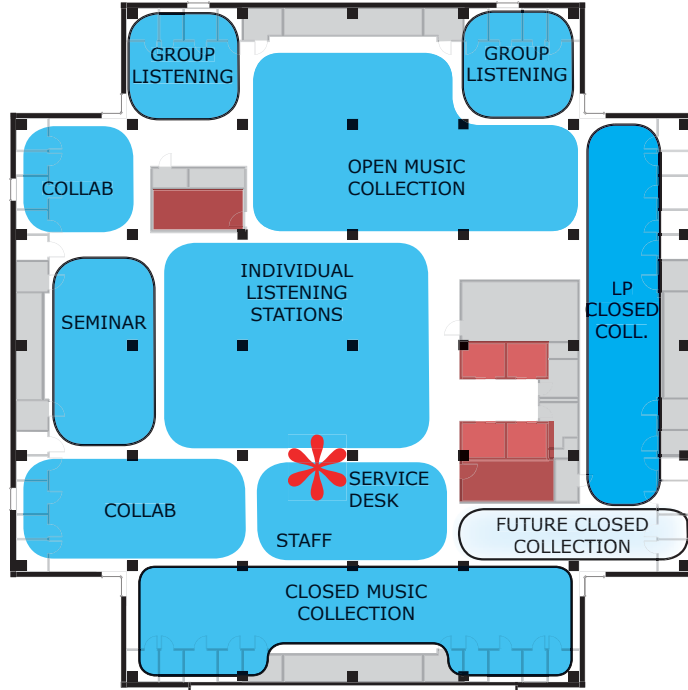


Floor 09

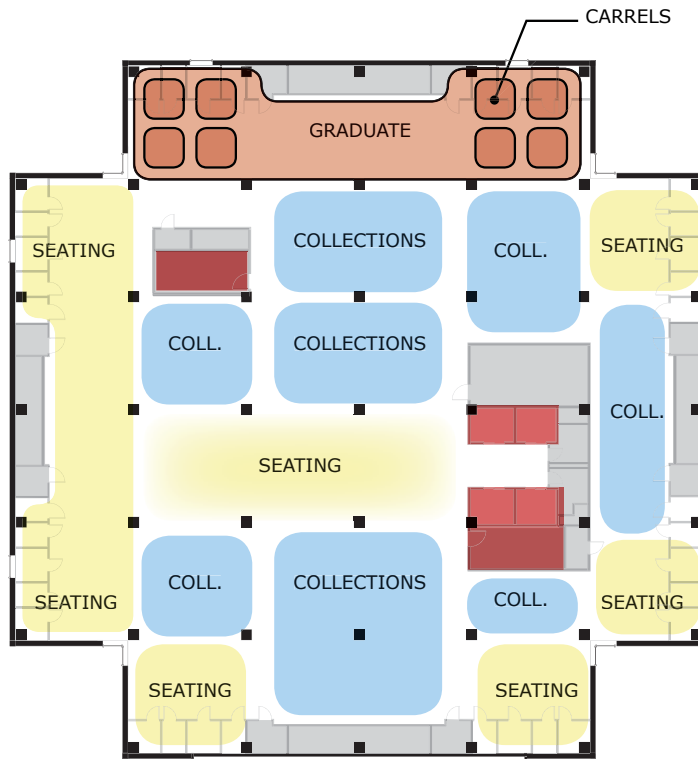


Proposed Space Allocation

Floor 08



Floor 09

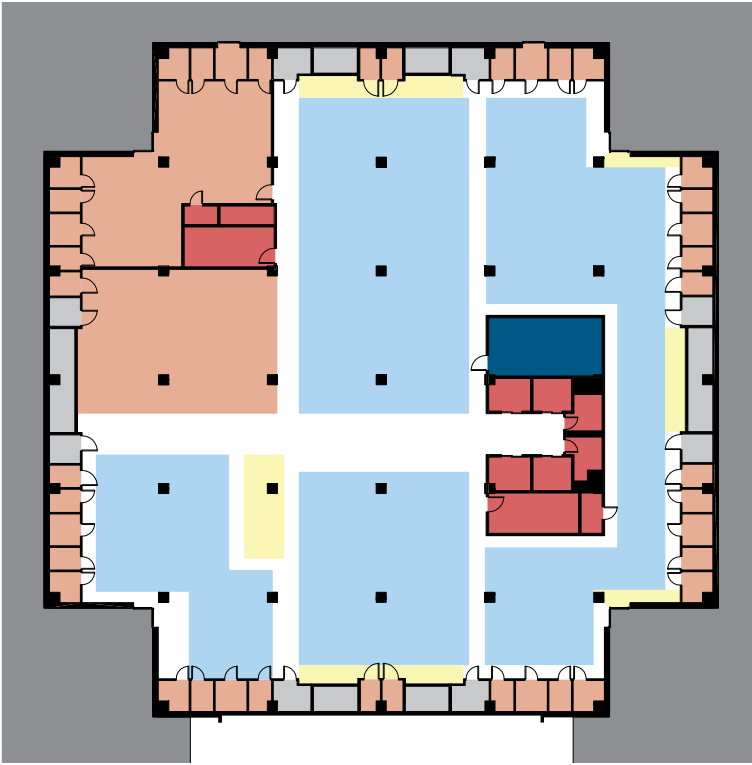


Program Recommendations

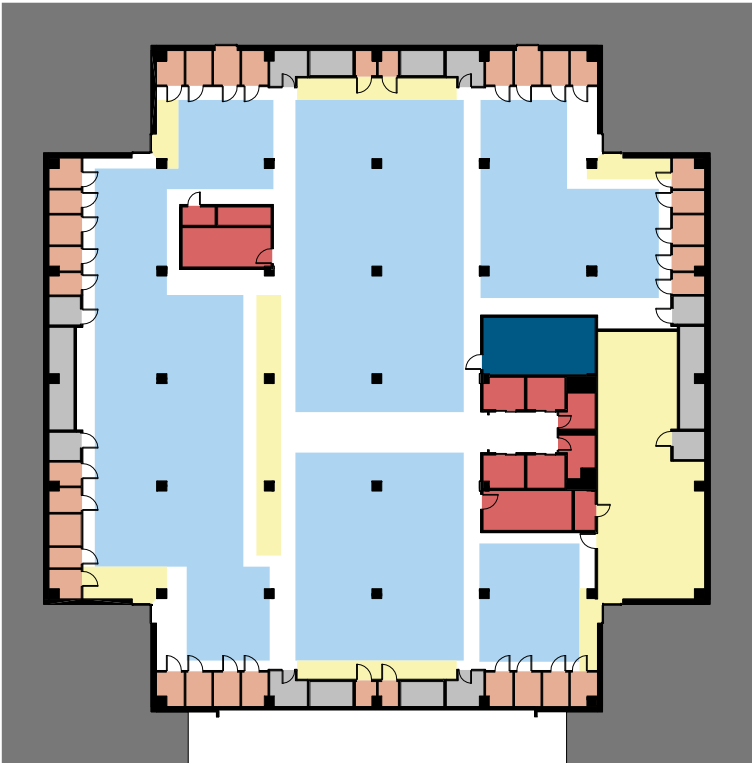
Existing Space Allocation

- Collections
- Center for Digital Scholarship
- Staff
- Seating
- Instructional Space
- Special Collections
- Public Space
- Core
- Quiet Seating
- Graduate Seating
- Music Library
- Computers
- Storage
- Microfilm

Floor 10

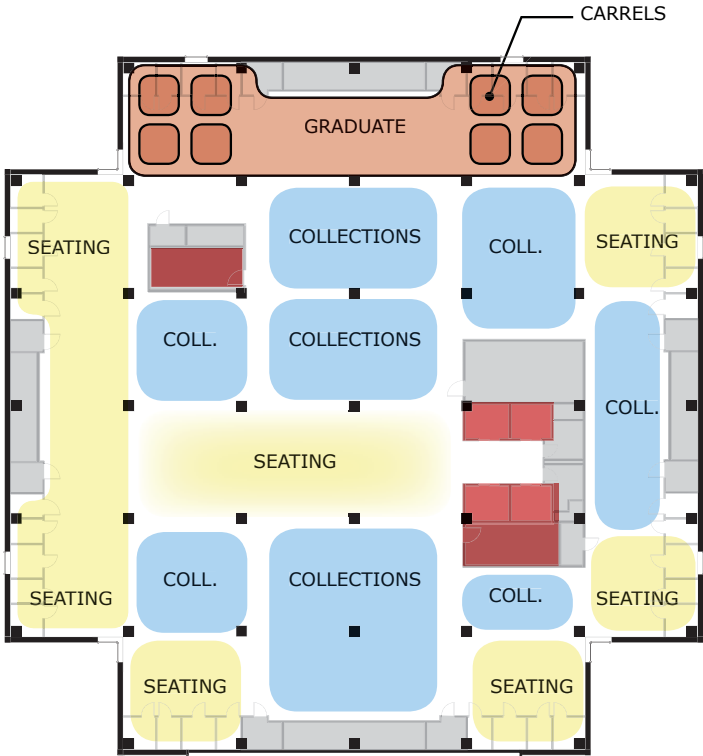


Floor 11

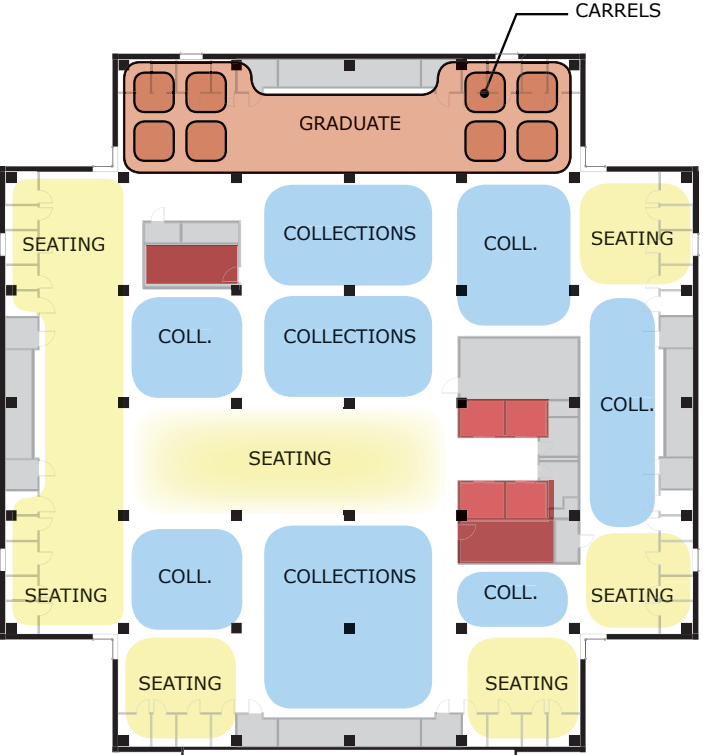


Proposed Space Allocation

Floor 10



Floor 11

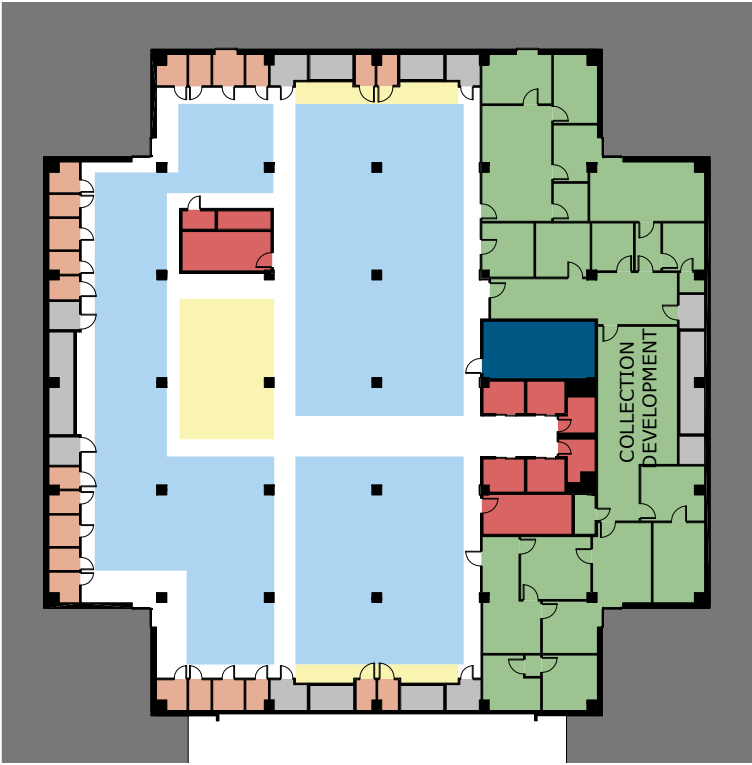


Program Recommendations

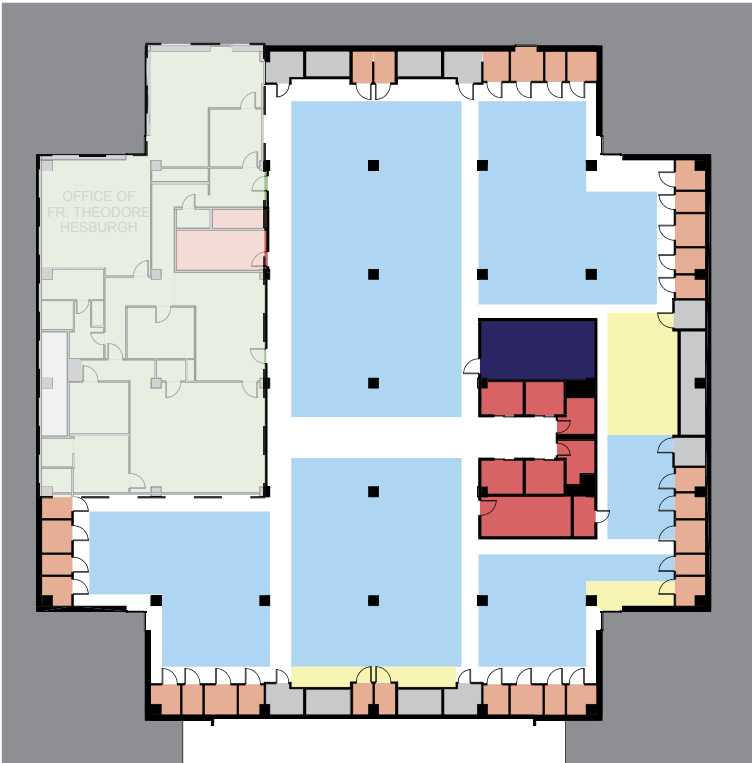
Existing Space Allocation

- Collections
- Center for Digital Scholarship
- Staff
- Seating
- Instructional Space
- Special Collections
- Public Space
- Core
- Quiet Seating
- Graduate Seating
- Music Library
- Computers
- Storage
- Microfilm

Floor 12

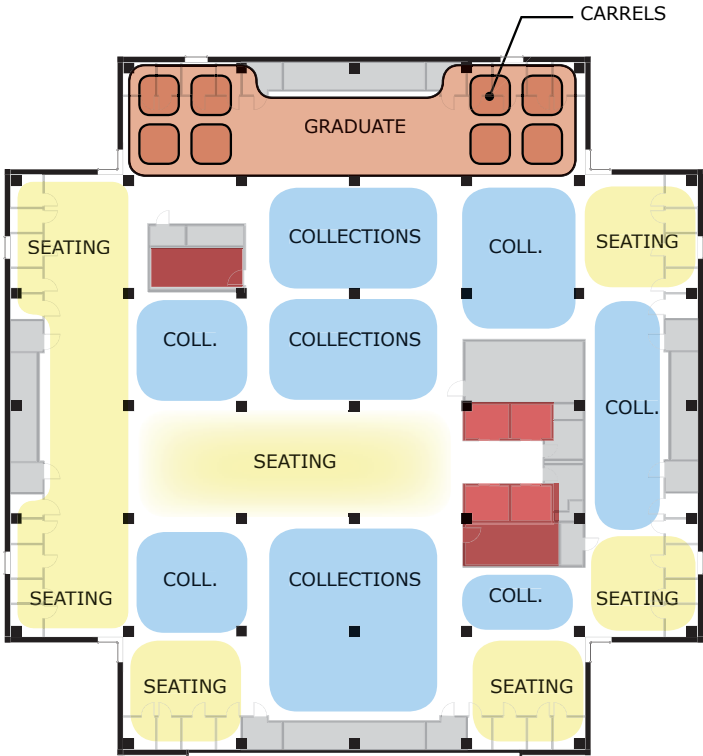


Floor 13



Proposed Space Allocation

Floor 12

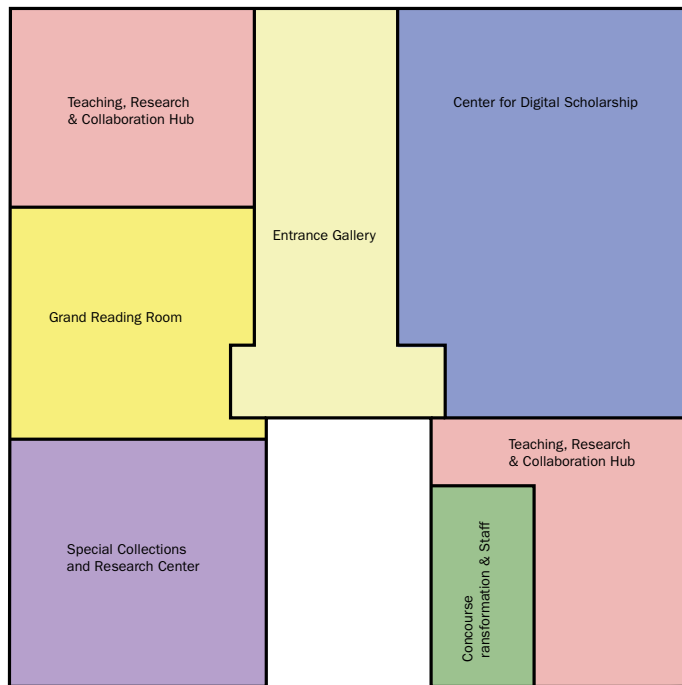


Floor 13

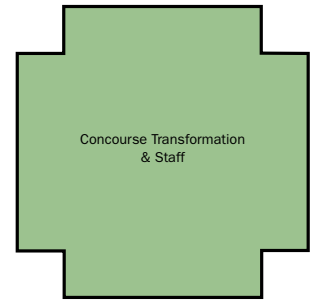




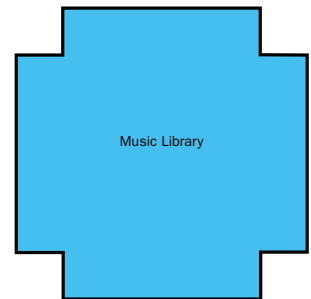
Floor 01



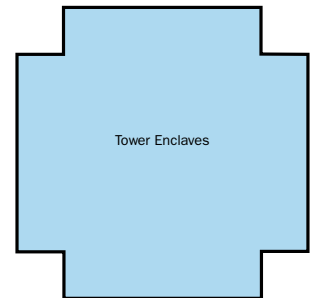
Floor 02



Floor 04



Floor 08



**Floors 05, 06, 09,
10, 11, 12, 13**

Recommended Projects

Out of these recommendations for a holistic transformation of Hesburgh, the following projects have emerged.

First and Second Floors

Learning Neighborhoods: Two level spaces connected by central stairs and new day-lit openings.

- **New Entrance Gallery:**

Dynamic first impression that unites primary services, and provides active seating areas for staff, supporting user services and operations
- **Center for Digital Scholarship:**

Nexus for scholarly research and production with digital tools
- **Teaching, Research and Collaboration Hub:**

Venues for instruction, interdisciplinary research and collaboration
- **Concourse Transformation & Staff Space:**

Enhanced and expanded concourse surrounded by points of interaction: café, exhibit, Scholars Lounge, informal seating areas, and incorporates staff workspace
- **New Grand Reading Room:**

Skylit, two story destination for quiet work, overlooking the west campus lawn, and supporting areas for open seating and group work

- **Special Collections Research Center:**

Promotes curation and use of Notre Dame's rare and special collections

Stack Tower

New University Music Library:









Comprehensive collection of sound, film and print music resources with group and individual work areas to support research and learning (Floor 08)

Tower Enclaves: total of 7

Mix of collections, open seating environments, dedicated subject rooms and advanced research study suites (floors 5, 6, 9, 10, 11, 12 and 13)

Priority Initiatives

At present, priority projects are the **Center for Digital Scholarship**, the **Teaching, Research, & Collaboration Hub**, and the **Entrance Gallery**. If these three projects are completed, the majority of the public spaces on the first and second floors will be renovated, remarkably enhancing library user environments. It is anticipated that the projects will be implemented over time as funding is identified. This approach will allow Hesburgh Library to remain operational throughout renovations, and will allow the specifics of each project to be shaped to accommodate evolving library needs over time.

-  Center for Digital Scholarship
-  Teaching, Research & Collaboration Hub
-  Special Collections and Research Center
-  Grand Reading Room
-  Entrance Gallery
-  Concourse Transformation & Staff
-  Music Library
-  Tower Enclaves

Sequencing Considerations:

Enabling Collection Reduction in Hesburgh: The master plan calls for shifting 1.5 million volumes of collections shelving out of Hesburgh. New collection storage accommodations and implementation of a collection retrieval system are necessary to enable this shift. Based on current rates, Hesburgh Library contains capacity for approximately five years of collection growth, provided no shelves are removed in Floors 02 - 13 and collection is shifted within the building to maintain working efficiency in current stack areas. Therefore, the new collections annex needs to be implemented prior to undertaking projects that reduce Hesburgh stack capacity. This primarily affects renovation of the second floor and the stack towers.

The identified recommended projects may be implemented in any order, while sequencing considerations will define timing of the following initiatives:

- Relocate the Music Library before Special Collections is relocated and expanded in the second floor area currently occupied by Music.
- Implement a new collections annex, prior to undertaking projects that remove stack areas.

Next Steps:

The Master Plan sets an overall framework for a comprehensive renewal of Hesburgh Library. As the University implements the identified projects, continued refinement of program, space layout, building system design and development of aesthetics will be undertaken in more detailed design phases. Phasing strategies that integrate new and existing building systems and allow for the continuation of smooth library operations during construction will be further developed.

Parallel to these efforts, the development of the library collections annex and retrieval system in either an existing campus building or a new facility will be necessary in order to fulfill the Master Plan recommendations for Hesburgh Library.

Aspects of the new projects, particularly user preferences and library operations will be informed by information gathered during the “beta” projects recently completed within the library: the Fish Bowl and the Center for Digital Scholarship. Simple renovations to one of the stack floors to demonstrate the impact of decreasing the stack footprint and capturing daylight from existing windows is recommended as an additional “beta.” These projects are and will continue to be useful in developing a shared understanding of potential and change within the community.