Recommendations

A Master Plan for the UNT Libraries

There has been tremendous growth on the UNT campus in the last fifteen years; the UNT Libraries have not kept pace. The UNT Libraries should initiate as soon as possible a master planning process designed to chart the growth of the UNT Libraries over the next five to twenty years.

A Master Plan for the UNT Libraries will consist of:

- A description and current state assessment of the Libraries' buildings and spaces (architecture and engineering), including its utility infrastructure (mechanical, electrical and plumbing);
- An outline of the Libraries' mission, vision and goals, including an account of how they align with the University's vision and mission;
- A program statement describing the Libraries' plans and projections for growth, expansion and transformation of resources and services in response to the changing needs of the University community;
- An analysis of the square foot deficits and gaps between the libraries' projected facility needs and its current state, including utility infrastructure, codes and regulations, and program support;
- A recommended sequence of intervention, renovation and construction to incrementally develop Library facilities to support the needs of the campus and the academic community, and move the Library toward realization of its long-term vision.

Such a planning process can take two to three years to complete and cost between $300,000 and $500,000, a significant investment of money and time. But consider that a well-designed Master Plan will serve as a framework to guide Library facility development for many years, and inform the investment of potentially millions of dollars in capital expenditures.

The University of North Texas has declared its ambition to be a tier 1 research institution. It will need a tier 1 library to achieve that goal. The UNT Libraries want to join the campus in realizing its aspirations. A rigorous and active Facilities Master Plan can help the Library achieve its goals.

General Principles

1. Give people preference over collections when allocating space.
2. Transfer physical collections to offsite storage as much as possible.
3. Purge multiple copies.
4. Digitize collections as much as possible, and then discard the original item whenever feasible.
5. Reach out to the academic community through services, promotion of resources, and public programming.

Human capital is the Libraries' most valuable asset. Keep Libraries' people on the main campus, and keep them together.

Create opportunities to bring staff together, to bring students together, and to bring staff together with students.

Digitized content drives orders of magnitude more use; it represents a cost effective reinvestment in existing content

Promote the Libraries' resources and services, and engage the University community through vibrant and dynamic public programs.

Suggested Action Items

1. Build technology-enabled group and instruction space in ISB Sci/Tech Library in the space released by the move of the Adaptive Lab.
2. Open the GAC (Rm 134) to the Learning Center (Rm 136) after hours for expanded 24-hour access.
3. Remove and discard small, obsolete, unused study carrels.
4. Add laptop checkout to Reserve Desk service portfolio.
5. Add self-service checkout.

6. Add furniture to central stairwell if possible, to support cell phone use.
7. Add restroom maintenance services on weekends.
8. Add hooks and shelves to restrooms.
9. Add windows to the stairwell entrance doors, to reduce collisions and admit a glimmer of natural light.
10. Add power outlets in public spaces whenever possible.
11. Prefer color when given an opportunity to paint walls.
12. Replace tables in CyberCafe with other seating types.
13. Consolidate service points on the First Floor.
14. Build technology-enabled group and collaborative spaces for students and staff
    a. Group studies for students
    b. Additional library classrooms
    c. Additional staff conference rooms
15. Reduce panel height in staff workstation areas whenever possible.
16. Ensure reliable communication with the Library Annex.
17. Capture and repurpose some Audio center square footage for staff use.
18. Explore ways to conserve energy and water, participate in campus recycling efforts, and generally operate in a more environmentally responsible way.

Other suggestions offered by staff, and by specific departments and units
These are compiled in Appendixes 2 and 3. Many of these comments and observations informed the recommendations above and throughout this report.

Appendix 1: UNT Libraries site visit, November 30 – December 1, 2009

Sunday, November 29, 2009

Arrives DFW on American Flight 2493 at 9:15 Pm. Picked up by Martin Halbert. Staying at Wildwood Inn

Monday, November 30

8 AM – Picked up by Martin Halbert. Breakfast with Todd Spinks, Head, UNT's Office of Sustainability & Martin

9 AM – Noon – Tour of Willis, ISB, Media Library with Lou Ann Bradley, Assistant Dean of Libraries for Facilities, Co-Chair, Space Planning Working Group & Martin

Noon to 1 pm - Working Lunch in Willis 229 – Space Planning Work Group (7) (Sandwiches from Jason's Deli)

1 PM to 3 PM – Tour of Annex and Discovery Park with Lou Ann Bradley

3 PM – Scott Jackson, IT Manager, Information Technology Services. Co-Chair of Space Planning Working Group, W229

4 PM – Suzanne Sears, Head, Gov Docs & Gov Docs staff – Gov Docs

Dinner at Greenhouse (reservation made for 6:30PM) (Martin and Lou Ann Bradley)

Tuesday, December 1

8 AM-Breakfast with Martin, Kathryn Loafman, Head, Technical Services & Cathy Sassen, Principal Cataloger

9 AM – Beth Avery, Head, Research & Instructional Services

10 AM- Darlene Callahan, University Director, Space Management & Planning-W229

11 AM – Michelle Mears, Head Archives & Rare Books, Jennifer Sheehan, Curator, Rare Books & Texana-W229

Noon to 1 PM – Working Lunch (Ad hoc members Space Planning & Sign Committee) (Sandwiches Jason Deli)-W035

1 PM – Mark McKnight, Assoc. Head Music Librarian/Andrew Justice, Music Librarian for Audio & Digital Services Sandborn Room

2 PM-Cathy Hartman, Head, ITS, Mark Phillips, Head, Digital Projects Unit, ITS; Dreanna Belden, Coordinator of Grants & Development & William Hicks, Technical Coordinator, Multimedia Development Lab-W229 or W352

3 PM

4 PM—Wrap Up and Drive to Airport – Martin Halbert. Departs DFW on American 1332 at 8:25 pm

Appendix 2: Consultant's notes from working lunch, Tuesday, December 1, 2009

1. Students need better study space for groups
    a. Including moveable white boards, dry erase markers
    b. Could bound periodicals move to Annex? How much shifting would that require?
2. Need group spaces, study rooms with better, more effective management
3. Also need to support group work in open spaces
4. LibQUAL+ results suggest that people need study rooms
5. The Business School in Curry could serve as a model for group work spaces
6. Need better transitions (separation) between noisy and quiet spaces
7. The Digital Projects Unit is noisy, disturbing to users on third floor
8. How to more effectively separate work spaces from public spaces?
9. How to consolidate staff space for technology—DPU, LAN/PC (LIB/TACO), the large format lab?
10. Need to rationalize stack arrangement
11. Can bathrooms be expanded on first floor? Need better maintenance.
    a. Need hooks, shelves
    b. Need weekend building maintenance (currently no weekend maintenance!)
12. ISB bathrooms are outside of the library
13. Sci/Tech Lib lost the 2nd floor space, lost the classroom
14. Need another hands-on computer classroom, current 035 doesn't work (it isn't hands-on, no computers)
15. First floor classroom generates one quarter of traffic on library computers: could the Learning Center be opened 24 hours?
16. Sci/Tech users experience a conflict between quiet and groups
17. Need more power outlets everywhere, for individuals and for groups
18. Cell phone use: often go to central stairwell, could put furniture there to sit and talk?
19. Acoustic spill is an issue between floors
20. Could we add windows to the stairwell entrance doors, to avoid collisions?
21. Some identified a need for a prayer room for Muslims, perhaps on the Lower Level
22. Can we liven up the finishes and fabrics?
23. Can we spruce up the appearance?
24. Can we work w/COVAD (College of Visual Arts and Design) to spruce up?
25. Can we lease more art for public spaces?
26. Discovery Park Library needs better separation for group spaces
27. Fourth floor radical wish: Move out general collections, give it to music? (or give it to special collections??)
28. How to get the faculty back in?
    a. Collaborative opportunities not available in their offices
    b. Public programming—lectures, symposia, workshops
        i. Let them talk about their own work (and offer FREE FOOD!)
    c. Collections (!)
        i. Quick access to best resources for them (save their time)
29. Need more storage space (closets)

Appendix 3: Suggestions offered by specific departments and units

General and Administrative

1. Build technology-enabled group and collaborative spaces for students and staff
   a. Group studies for students
   b. Additional library classrooms
   c. Additional staff conference rooms
2. Differentiate between quiet areas and group areas
   a. Quiet areas: Lower Level, Reserves and Current Periodicals
   b. Groups areas: First Floor, Second Floor
3. Explore ways to operate in a more environmentally responsible way
   a. Reduce energy consumption
   b. Explore alternative energy
      i. Install photovoltaics on the roof
      ii. Install wind turbines on the roof
   c. Reduce water consumption
   d. Implement recycling, white paper, other materials

Research and Instructional Services

1. Consolidate service points
2. Roving didn't work at ISB; RIS will try at Willis this spring—A "roving desk" is the goal
3. Add self-service checkout
4. Reserve desk wants to add laptop checkout as well
5. In the Willis Library Learning Center you pay to print, while the Willis GAC offers free (subsidized) printing
6. Need a second classroom: multipurpose, in addition to 136 (035 inst room is primarily staff mtg space)
7. Microforms are suffering from a form of "vinegar syndrome", because of substandard storage conditions; 3 to 4% of the collection is probably lost already (a few thousand reels)
8. RIS wants to pull in tutors from around campus, especially math and English and the big depts., as well as the Learning Center in the Union, to support student success
9. Review furniture in cybercafé, enhance wireless access, add comfortable furniture, reduce number of installed workstations
10. Copying is managed by LAN/TACO; it doesn't work at ISB, since there's no campus one-card system

Technical Services

Tech Services would like to go to Discovery Park, and offered the following rationale.

1. Enables collaboration with College of Information, especially in support of succession planning
2. Communication is poor at the Annex because connectivity is unreliable
3. There's no transportation to the Annex; student employees need their own cars
4. Remote communication is critical but communication is poor
5. Technical Services staff can't participate in meetings, events
6. Travel time back to Willis and the main campus is inefficient, because the Annex is 3 miles away
7. There are no places to eat out there (but that is not seen as a big hardship by some staff)

Music Library

1. Clean up; de-clutter
2. Move non-music stacks off 4th floor
3. Keep access to windows
4. More shelving
5. Partitions, if not cubicles, for more privacy (several people requested this)
6. If there is more privacy still need to have access to front desk
7. Move Limited Access
8. Another suggestion, that would involve Audio Center:
   a. Step 1. Remodel the Audio Center, cutting down the number of listening carrels
   b. Step 1a. Out of the space thus freed up, make a seminar room.
   c. Step 2 (after Step 1a is completed). Tear down the wall between the workroom and the current seminar room (seminars would be moved to the new seminar room, so no interruption in service there) and expand the workroom into that space. I have no clue exactly how we would configure the "new" workroom, but this would give us space to work with. Limited access and all current workroom staff could stay there, just with substantially more elbow room.
      i. Or, if the cost of knocking out the wall between 425 and 422 proves prohibitive, we could relocate the Limited Access material into 422, with a door facing the workroom.
9. Remove public catalogs and card files in workroom
10. Find a bigger space for receiving gifts, processing, special collections, etc.

Appendix 4: About the Author

Charles Forrest has nearly thirty years of experience in academic and research libraries. After almost a decade with the University of Illinois libraries, first at the Chicago then at the Urbana-Champaign campus, he moved to Emory University in 1988. He has held a series of administrative positions in the Emory Libraries including director of instructional support services, director of planning and budget, and director of library facilities. Charles has served as library project manager for numerous construction and renovation projects, including the Center for Library and Information Resources, an addition to the main library. A member of the Committee on the Environment of Emory's university senate, Charles served as library project manager for the renovation of the Asa Griggs Candler Library, the first LEED-certified renovation project on campus. Charles is active in professional organizations, and is currently LLAMA division councilor to ALA Council. He is a regular presenter at conferences, workshops and institutes.