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Build It Right and They Will Come: The Librarian's Role in Library Construction

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Professor Kelsh defines the roles an academic law librarian should or could assume during the planning and construction stages of a facility expansion or renovation project. She describes the various stages of a construction project and offers advice for a successful outcome.

¶1 More than 250,000 faculty, students, staff, and visitors accessed the Dorraine Zief Law Library at the University of San Francisco School of Law (USF) during the 2003–04 academic year. Library exit counts have hit the quarter-million mark almost every year since the new law library opened its doors on August 14, 2000. The use of the new library in its first year was more than 1000% greater than the last year of recorded usage of the old facility that housed the law library between 1960 and 2000.¹ Perhaps there is something to the notion “Build It and They Will Come!”²

¶2 Many opportunities exist for library administrators to engage in library expansion activities during their careers, from renovation of existing libraries to construction of entirely new facilities. The librarian is the on-site expert during the planning and development process and should abdicate this responsibility only to a library consultant experienced in library programming.³ No one knows the law library, its budget, its staff, and its operational needs as well as the in-house

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1. Harold B. Shill & Shawn Tonner, *Does the Building Still Matter? Usage Patterns in New, Expanded, and Renovated Libraries, 1995–2002*, 65 C. & RES. LIBR. 123, 127–28 (2004).
2. This concept is most popularly associated with the film *FIELD OF DREAMS* (Universal 1989), starring Kevin Costner.
3. See John D. Edwards, *Planning and Constructing Law School Buildings: Ten Basic Guidelines*, 90 LAW LIBR. J. 423, 425–27 (1998) (recommending use of a library consultant). Edwards's article, including its footnotes, is particularly helpful in outlining library planning considerations and providing references to library planning resources.

professional. For that reason, library administrators should take the lead role in space planning and oversight on law library facility renovation, expansion, or new construction projects.

¶3 This article defines some of the roles a law library administrator should or could assume during the renovation or construction of a library facility in order to achieve a successful building outcome. While the article refers to an academic law library construction project, the roles described relating to space planning and implementation are equally applicable to facility expansion efforts in other types of libraries as well.

Visionary

¶4 The first role of the academic law librarian in library expansion or renovation is that of visionary. Someone has to think creatively about the possibilities before construction or renovation occurs. The law librarian is usually the first academic administrator to perceive the need for additional space. He or she is conversant with shelving issues, staff and service operational needs, and the demands of current and emerging technology on the infrastructure. The librarian will collaborate on the construction assignment with the architectural team, faculty and facilities committees, and other stakeholders, but he or she is the expert who should take the lead to get the expansion project started.

¶5 I had a little sign in my office that read, “A Goal is a Dream with a Deadline.” Between 1983 and 1998, I shifted the deadline several times as I worked to persuade others of the need to expand the USF law library. However, I never lost sight of my objective. Fortunately, three years into long-range planning, I managed to obtain a \$350,000 expansion of the existing library. Why? Because I was the only USF law school administrator with a vision ready to implement when my dean decided the law school needed to spend that amount of gift money or lose it to the general university fund. Creative thinking and planning does pay off. The windfall provided the law library breathing space as the faculty library committee continued to plan, advocate, and educate the rest of the faculty about the need for a new facility. The dream materialized fourteen years later in August 2000 when the Zief Law Library opened its doors to patrons.

Strategic Planner

¶6 As a strategic planner, the librarian must determine both where the library currently is in terms of facilities, staffing, and service programs and where he or she wants it to be in the future. The librarian must then develop a detailed plan for getting there. A review of the mission and goals of the parent institution should first occur to ensure that the organization’s program validates and supports the library proposal, and vice versa. A librarian consultant could be hired to perform some or all of this assessment, but that individual will need to draw crucial information

from current library staff and institutional leaders to arrive at programming criteria. Therefore, it is advantageous and cost-saving for the in-house professionals to at least engage in some preliminary thinking about the library's future needs in relation to the institution's mission and goals. Strategic planning⁴ for library expansion includes data gathering and analysis, conceptualizing goals and the means to attain those goals, determining the content of the written program, and writing and circulating planning and programming documents among appropriate committees and stakeholders for their approval. Law library administrators typically engage in development planning with respect to other library operations such as collection or staff development. Planning for a new library is similar in process except that the activities may last longer and be more detailed than other types of library planning.

¶7 Through committee work, USF library management professionals involved faculty members and student representatives in the assessment process. The committee reviewed law school and library missions, goals, and curricular and service programs as part of the internal assessment. It conducted surveys of students and faculty to find out what services and facilities these groups wanted the library to provide. USF also looked outside the law school to determine how the practice of law, law teaching, and law librarianship were changing, and what facilities and staff reorganization the new library should provide to accommodate those changes. All the gathered data provided direction in determining which spaces to incorporate into the planning document.

¶8 The library director or librarian consultant should draft the initial document justifying the need for a new facility to make sure that all required elements are included. This written building program should then be marketed to other constituencies for input and approval. In an academic law library, these stakeholders include the university and departmental or school administrators, the relevant faculty and staff, various governing bodies, and potential donors. Faculty participation in the planning process at USF encouraged law professors to embrace the project concept as they sacrificed their own plans by voting to divert law school resources to the library construction project. Legal practitioners, as potential donors, lost skepticism about the need for a new library and became strong supporters of the project when they envisioned the library as a place of law school community.

Mitigator, Futurist, Student

¶9 Ongoing library activities must continue in the existing facility as the library director guides professional staff and faculty committee members through the long-term process of data gathering, analysis, and program writing. By the time the law librarian is able to convince institutional leaders that more space is needed,

4. See generally *Strategic Planning Checklist*, J. ACCT., Aug. 1994, at 32.

library shelving may be so fully occupied that the staff must constantly shift the collection to insert new acquisitions; alternatively, materials may have to be moved to off-site storage. At the same time, other stakeholders will probably resist the notion of spending millions of dollars on a new library or a facility renovation. Library expansion is an expensive commodity and not easily embraced by those faced with paying for it. It is the librarian's role to alleviate the space crunch situation by taking appropriate mitigating action. Unless such action is taken, it will be hard to sustain a case for increasing library space. At USF, library staff converted print material to microfilm and microfiche, eliminated duplicate copies, weeded aggressively, added compact shelving, and relied on online materials, when available and feasible, in lieu of print materials.

¶10 Library planners of buildings with life spans of twenty-plus years are forced to become futurists and predict how information resources will be published, acquired, accessed, serviced, and stored over the next two or three decades. Published studies of library facility and operational trends and conversations with vendors, library planning consultants, and actual or potential patrons are critical resources for the library administrator programming a new facility. I read studies of law library trends for answers about the future of academic law libraries.⁵ I also read about and talked to others about the changing practice of law and legal education. I then tried to translate those predictions spatially into the building program, assigning a square or linear footage value to sizes of rooms, shelving capacity, and other space requirements. For example, students advocated for more group study and collaborative workspaces, so our plan expanded group study rooms from three such spaces in the old library to eight in the new building. Almost 70% of the USF law faculty was within fifteen years of retirement age, so I programmed six individual study rooms for use by regular semi-retiring faculty, for adjunct faculty use, and for visiting scholar use.⁶

¶11 The necessity of keeping abreast of innovation during the planning process forces one to become a student again—not just of technology but also of organizational change. You also need to learn how to read blueprints and how to decipher architectural jargon. The road to construction is paved with bricks and bytes of knowledge. The librarian must be able to converse in the language of interior design, HVAC and lighting systems, technology infrastructure, design development, and so on, in order to review and approve construction documents. Library literature is replete with bibliographies⁷ and tools to inform the librarian

5. *E.g.*, BETTY W. TAYLOR, ELIZABETH B. MANN, & ROBERT J. MUNRO, *THE TWENTY-FIRST CENTURY: TECHNOLOGY'S IMPACT ON ACADEMIC RESEARCH AND LAW LIBRARIES* (1988).

6. The incoming dean reassigned these six spaces as offices for legal research and writing instructors before the law library opened.

7. *E.g.*, Lucy S. Payne, *Bricks and Books for the Twenty-first Century: A Selected Bibliography for Academic Law Library Planners*, 82 *LAW LIBR. J.* 167 (1990); Stephen G. Margeton, *Law Library Design Bookshelf—An Annotated Bibliography*, 97 *LAW LIBR. J.* 77, 2005 *LAW LIBR. J.* 4; Thomas R. French, *Law Librarians and Library Design, Construction, and Renovation: An Annotated Bibliography and Review of the Literature*, 98 *LAW LIBR. J.* 99, 2006 *LAW LIBR. J.* 5.

during this learning process. Metcalf's classic *Planning Academic and Research Library Buildings*⁸ became my bible. I augmented it with additional recent print and online building guidelines. A useful tool specifically oriented to academic law library construction planning, the ABA's *Law School Facilities Reference Book*,⁹ profiles recent law school building projects, presenting breakdowns of square footage in various areas and describing building systems, construction costs, and special building features.

¶12 Library conferences and programs devoted to space planning and library building offer additional instructional opportunities.¹⁰ Such events are valuable venues where one may learn from library space planning consultants, gather ideas, and consult with other librarians who have already completed the building process. I also took a two-day blueprint-reading workshop that was helpful in identifying all forms of communication represented within a blueprint. Distinguishing symbols, types of blueprints, and elements of a drawing became much clearer after this course.

Programmer¹¹

¶13 The librarian or librarian consultant should write the library facilities program proposal or at least the initial draft of it. This expert will know that a library staff office needs to accommodate book trucks as well as the standard desk, chair, computer, shelving, and file cabinets. The librarian will also understand why law student research study tables and carrels must be larger than those used in undergraduate libraries. If the program-writing responsibility is left to the architects, the institution could end up with a library that is aesthetically pleasing but does not respond well to the functional and operational needs of the occupants and collection. The architect must realize that the library administrator or librarian consultant's expertise lies in the ability to envision functionally how staff provides library services conveniently, effectively, and efficiently. The librarian should understand that the architect is equipped and trained to analyze functional needs spatially and to translate this interpretation into bricks and mortar. However, function should always trump form in a library facility. The architect's desire for a "WOW" factor should not displace needed components of a library building. Regrettably, this fact is often forgotten or ignored.¹²

8. KEYES D. METCALF, *PLANNING ACADEMIC AND RESEARCH LIBRARY BUILDINGS* (Philip D. Leighton & David C. Weber eds., 3d ed. 2000).

9. SECTION OF LEGAL EDUC. & ADMISSION TO THE BAR, AM. BAR ASS'N, *LAW SCHOOL FACILITIES REFERENCE BOOK* (1997).

10. The Library Administration and Management Association of the American Library Association has a Building and Equipment Section that serves as an informational and instructional venue for professionals engaged in library renovation and construction. The American Bar Association (ABA) holds periodic conferences (named Bricks and Bytes) for the same purpose regarding law school facilities.

11. See generally George S. Grossman, *Programming for the New Library: An Overview*, 79 *LAW LIBR. J.* 489 (1987).

12. USF was extremely fortunate to engage the services of the San Francisco architectural firm Esherick, Homsey, Dodge and Davis, which had already built a number of academic and public libraries and understood the unique challenges and constraints of library facilities.

¶14 In the final analysis, the written program should be based on a compilation of the best information gathered about the institution's operational and patron needs. Circulate copies of the building program to the library construction committee, which should be composed of librarians, faculty members, student representatives, and other relevant library constituents, for comments, suggestions, and critiques. Engaging appropriate stakeholders in the project at the outset is key to moving the library program proposal forward and, ultimately, building a successful facility. I initially offered to the USF faculty committee a program based on three different building life spans with maximum shelving capacity calculated for each. It soon became apparent to members of the committee that a building with a five- or ten-year life span would not suffice. No sooner would the building be completed than planning for its expansion would have to commence. The USF library committee members made the decision that the site footprint should be built out as completely as possible. In the end, the program selected provided a law library with a life span of at least twenty-five years.¹³

¶15 The building program should be designed to achieve clarity in communication with the architects.¹⁴ The USF law library program received high marks from the architects because it provided clear guidelines for their work. Write the building program in terms of the basic academic purpose, scope, and rationale for the specific size of the desired library. Define the library's mission statement, and outline in sufficient detail the assignable square footage for the collection,¹⁵ study space, technology infrastructure, and staff and service operations needed to accomplish that mission. To prepare such a program, assess growth patterns of materials, operations, and personnel, and plug those into one of the square-footage formulas that can be found in the library construction literature.¹⁶ The program drafter should also include any governing body guidelines and standards, such as the ABA standards¹⁷ for academic law library facilities. It is helpful to base spatial requests on objective and unassailable criteria. Library administrators or library consultants will save their institution money if they take the lead role in the program-writing process. They also will be more likely to end up with a highly functional building if the planning document thoroughly specifies the major requirements of the facility.

13. The Zief Law Library has 63,579 gross square feet of space, with 49,000 net square feet devoted to library operations and 5196 net square feet designated for law school activities.

14. Grossman, *supra* note 11, at 491.

15. See generally George S. Grossman, *Housing Books*, 79 LAW LIBR. J. 521 (1987).

16. DEBORAH DANNICK, BUILDING BLOCKS FOR LIBRARY SPACE: FUNCTIONAL GUIDELINES (1995), published by the American Library Association, provides square footage and square meter standards for various spaces and equipment. Other library construction-related publications can be used to augment the criteria of the ALA publication.

17. SECTION OF LEGAL EDUC. & ADMISSION TO THE BAR, AM. BAR ASS'N, STANDARDS AND RULES OF PROCEDURE FOR APPROVAL OF LAW SCHOOLS 2004–2005, standards 701–03, at 50–51 (2004).

Team Builder and Change Agent

¶16 At some stage of the programming process, the library director needs to engage the rest of the library staff—or at least a working group—in the planning. There is too much detail yet to come during the construction process for one person to handle.¹⁸ Clearly, the librarian and the middle managers will want to set, manage, and monitor the direction the construction project will take. One of the USF library staff who knew technology requirements better than I took the lead in planning technology infrastructure for the Zief Law Library project. Another handled signage and security issues, and together the three of us reviewed all of the construction documents and furnishing submittals. A fourth member of the professional staff plotted the relocation of the entire collection. A new facility will result in a great deal of change for the library staff—changes of physical location and change in the manner in which the staff operates and interacts. Most library staffs are already overburdened with daily activities and to ask them to assume additional construction responsibilities is difficult. However, it pays in the end to solicit staff input about how work areas should be arranged for efficient workflow and to engage library staff in finding solutions for changing policies and procedures.

¶17 It is crucial to involve staff in developing new work models, especially if they will be faced with covering all service points in a facility that will double or triple in size with no corresponding increase in staff. If possible, commence using innovative staff reorganization strategies in the existing library while undergoing construction of the new facility. There will be plenty of change to contend with in moving into the new library. Staff reorganization brings its own set of problems to work through.¹⁹ USF law library employees, for the most part, were amenable to the notion of cross-trained, team-oriented staff reorganization, but it took a few years to work through the team-building process. The reward for their efforts came when the law library staff won the university's Team Merit Award in 2001.

Educator

¶18 The role of educator is one of the most crucial a library director will play in the construction process. It is a role that will be repeated again and again as stakeholders are brought onboard to support the project. With guidance from library committee members, I wrote a document justifying and advocating for a new law library. This document, along with its statistics and charts, was used to educate the dean, law faculty, university administration, and USF alumni about the need for a

18. The author would like to especially acknowledge the contributions during the Zief project of current and former USF library professionals Lee Ryan (move planning), Nancy Hoebelheinrich (technology planning coordination), and Leslie Campbell (signage and security planning coordination).

19. See generally Joseph A. Custer, *Managing Internal Administrative Change*, 92 LAW LIBR. J. 71, 2000 LAW LIBR. J. 5

new law library. The dean continued to use it with potential donors to make a case for funding the project. Utilizing ABA annual law library statistical compilations, I charted a simple fact sheet that compared the existing library to a peer group of academic law libraries in terms of size of facility, size of collection, total amount of shelving, number of FTE students, seating capacity, size of staff, and dollars spent on the law library. The chart visually highlighted how the USF law library compared unfavorably with those of law schools against which USF compared itself. I included a statement about the library's role in legal education and how that role had changed in recent years to involve library professionals as instructors, especially in the technology information area. In justification of a new building, I set forth the advantages of a new library, listed the mitigating steps already taken, answered typical questions that often arise in this context, and used information from recent studies²⁰ to predict the future of law libraries. I included charts estimating collection, staff, services, and patron growth for a twenty-five-year period. I also included a preliminary allocation of library space required for a twenty-five-year life span building, based on library construction formulas.²¹

¶19 Be prepared for the naysayer who opines that the virtual library is here and thus there is no need to expand or build. You will hear questions such as: Why do we need a new library? What can we do to avoid building or renovating? Why do we need more space for patrons and staff? Aren't e-books and databases replacing the need for more shelf space for print materials? Anticipate these questions by answering them in an "FAQ" section of the document advocating for a new building.²² Describe the actions already taken to alleviate overcrowded shelving conditions. Argue that total reliance on databases or e-books could result in denial of information for some library patrons. Fortunately for me, a law librarian colleague at a major academic law library had recently published the results of a survey in which she determined that only 13% of the materials in her inventoried collection could be found in legal online databases.²³ I was able to point to that study in my justification document.

¶20 The USF faculty library committee and I promoted the construction of a new law library as a way to free up nearly 22,000 existing square feet of building space much needed for other law school purposes to stay competitive with peer

20. *E.g.*, TAYLOR, MANN & MUNRO, *supra* note 5.

21. *See generally* Scott Finet, *The Impact of Technology on Law Library Collection Growth and Space Requirements*, LEGAL REFERENCE SERVICES Q., 1992, no. 1, at 73; JACK PROBASCO, SPACE PLANNING GUIDELINES FOR INSTITUTIONS OF HIGHER EDUCATION (1985).

22. For assistance in crafting answers to these questions, see Michelle M. Wu, *Why Print and Electronic Resources Are Essential to the Academic Law Library*, 97 LAW LIBR. J. 233, 2005 LAW LIBR. J. 14; Paul E. Howard & Renee Y. Rastorfer, *Do We Still Need Books? A Selected Annotated Bibliography*, 97 LAW LIBR. J. 257, 2005 LAW LIBR. J. 15.

23. Penny A. Hazelton, *How Much of Your Print Collection is Really on WESTLAW or LEXIS-NEXIS?* LEGAL REFERENCE SERVICES Q., 1999, no. 1, at 3, 4, 7. *But see* Michael Chiorazzi, *Books, Bytes, Bricks and Bodies: Thinking about Collection Use in Academic Law Libraries*, LEGAL REFERENCE SERVICES Q., 2002, no. 2-3, at 1, 1-19 (disputing Hazelton's figures and contending that in most mid-sized academic law libraries, the percentage is higher).

institutions, and to allow the library to plan for the integration of technology-based resources. Be advised that the library administrator and the fund-raising team will engage in the educator role many times over the course of promoting the construction project. For instance, once consensus was built at the USF faculty library committee level, strong faculty supporters of the project carried the message to the rest of the institution's stakeholders and convinced faculty and administration to back the project. It is important to obtain support for the project from the institution's constituencies since these groups will assist in the fund-raising for and promotion of the project.

¶21 The parent institution may be required to hold public meetings for neighborhood groups to allay concerns about parking issues, loss of views, potential noise, and related matters. It is advisable to have a knowledgeable librarian in attendance to answer questions that may arise and also to obtain a sense of the building changes that may be required by the public sector. The educator role never stops until the construction is completed and, in fact, it often continues past that date as the librarian explains to students, faculty, and visitors why various building elements were incorporated or eliminated.

Project Manager²⁴

¶22 The law school dean probably will pass off the role of internal project manager to the library director. This position represents the law school's interests during the planning and construction phases of the library expansion project. The person in this role assembles the institutional team to work on refining the building program and on the design development phases of the project. Ask for this role if it is not handed to you or your librarian consultant. If librarians are left out of this loop, it is likely that the finished facility will not be as successful as it could have been or, even worse, will not be the library building the librarians need and desire. The USF planning team commenced work with representatives from the architectural and construction teams, the dean, some interested faculty members, and key library staff. Later in the process, it was faster and easier to make decisions with fewer people, so the team cut back to include only the project architect, a construction company representative, three librarians, the university project manager, and a financial management group to track expenditures. Others—consultants, campus experts, or department personnel—were brought in only as their expertise was required on a particular topic or issue. For example, audiovisual and technology experts and campus technicians were included at the time audiovisual, technology, and telecommunications systems were selected. University public safety staff reviewed possible security systems. Campus plant services engineers helped

24. See generally Filippa M. Anzalone, *Project Management: A Technique for Coping with Change*, 92 LAW LIBR. J. 53, 2000 LAW LIBR. J. 4 (defining project management and outlining its steps).

evaluate potential HVAC and lighting systems. Remember that the architects and the contractors will walk away once the library expansion is completed, and campus or in-house personnel will be left to service the building. Therefore, it is important to involve these stakeholders from the outset and to conform to campus or institutional standards and practices as much as possible.

¶23 As the institution's project manager, the library administrator will hold endless meetings about endless details. Have a note-taker or recorder present and review meeting notes as soon as practical. The librarian's role here is to keep issues and details from falling through the cracks. When many people are involved, it is easy for the communication chain to break down, and important decisions can be lost or ignored. It may be helpful to keep separate binders for correspondence on topics such as security systems, technology and AV systems, HVAC systems, shelving and signage decisions, furnishing and fixture decisions, and meeting notes, etc. I had approximately forty-five binders in which I kept track of correspondence and decisions regarding various aspects of the project. I also set up subject folders on my database to track correspondence and decisions on specific topics. E-mail or phone correspondence helped speed the process along when questions were asked, sign-offs were needed, and decisions were made, but such activity needs to be tracked and documented.

Fund-raiser and Donor

¶24 The institution's dean, chief financial officer, or development office no doubt will handle the bulk of fund-raising for the library expansion project. Still, there are times when the library director participates in fund-raising and grant writing. It is also important for the director or library consultant to be available at fund-raising events to answer specific library-related questions from potential donors. The library administrator might also play a more direct role in fund-raising. One of my staff and I wrote a successful technology infrastructure grant that garnered \$240,000 for the construction project. While the donor was not overly fond of lawyers, he was enamored with technology. The grant was written to appeal to that interest, and the donor's gift funded the infrastructure in several library technology rooms.

¶25 Ask campus development professionals for fund-raising assistance and always run proposals by them before proceeding. These administrators may be seeking funding from the same donor for other projects and that could preempt or aid the librarian's efforts. The librarian should also volunteer to contribute information toward developing a donor-naming opportunity list. This list should include a library-naming opportunity, several donor space-naming opportunities at the six-figure level, mid-level giving and naming opportunities, and smaller spaces or furnishings at small contribution levels. Do not forget recent law school graduates who may not be in a financial position to give more than a few hundred dollars. An "endow a chair" or "put your name on a carrel" campaign priced from \$300 to \$1000 can be quite successful with new alumni and should appeal to oth-

ers who would like to participate but do not have much money to contribute. It is also important that the library director invest in the project. You are telling others that this project is worthy of supporting, and you should be prepared to set an example for donors and staff by contributing yourself to the cause.

Photographer and Visitor

¶26 Another role the library administrator assumes prior to construction is that of site visitor to other institutions to gather design and furniture ideas.²⁵ Sometimes these trips occur as part of a larger construction team visit. When that happens, the architects usually accompany the library director on the tour. While I did not see as many new law libraries as I would have liked, I did try to visit new library facilities when in another city for business or pleasure. I would carry my camera and take pictures of building features I thought worked or did not succeed.²⁶ I also asked for ABA-accreditation site inspection assignments to law schools with new libraries so I could accomplish some information gathering for my own needs while fulfilling my professional obligation as a member of the accreditation team. By the time USF's architects came onboard, I had a fairly good sense of the design features I wanted to be incorporated into the new law library. Several criteria included in our building program resulted from my observations of other libraries: ergonomic seating, unobtrusive wire management in custom-designed carrels and tables, excellent signage, compact microform cabinets, and a robust technology infrastructure.

Design Reviewer

¶27 One of the first things the architects prepare is schematic designs based on the library director or consultant's building program. These designs include site studies, building mass, floor size, and vertical and horizontal traffic patterns. Once the library director and other members of the construction team approve these designs, the architects carry the schematic designs into design development plans that are precise spatial plans illustrating walls, doors, etc., and providing first attempts at mechanical and other nonarchitectural drawings. The building review team, often headed by the library director or consultant, reviews and approves these drawings

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25. Ideas can also be found in the literature. See, e.g., Kenneth Rohlfing, *An Architect's Perspective*, 79 LAW LIBR. J. 499 (1987) (describing law library expansion projects at University of Michigan, University of Iowa, and Duke University).
 26. See Robert Genovese, *A One-Stop Web Site for Law Library Design: Web Site Provides Roundup of How Other Libraries Plan Space and Functionality*, AALL SPECTRUM, May 2003, at 28 (describing use of Web site to share photos of other library facilities with staff of library involved in building project); Robert Genovese, *Design Features for Law Libraries*, <http://www.law.arizona.edu/library/librarydesign> (updated Jan. 3, 2005) (providing photographs of recently constructed academic law libraries).

before the architects move on to complete construction documents. Final working drawings with structural, mechanical, plumbing, electrical, data cabling, and landscaping details must also be reviewed and approved.

¶28 While construction documents tend to be very technical in nature, issues arise that call for librarian input prior to resolution. For example, the USF library members of the construction team spent many hours with the technology experts and architects plotting technology cable runs and outlet positions throughout the building. Construction documents also exist for the interior design elements—such as carrel, table, and chair arrangements and lighting layouts—that need to be reviewed and approved before construction commences. If the librarian is conscientious about this role, the design review process can consume many hours during the construction phase. However, dedicated attention to detail results in a successful building outcome.

Interior Designer²⁷

¶29 Many people assume that interior design selection should be the fun role. It can be, but the devil truly is in the details. If the law school or university has a deferred maintenance plan stretching over several years, it is a tremendous responsibility to select furniture and fabrics that will stand the test of time and wear. Some interior design professionals favor trendy furnishings and color schemes that can quickly time-date a library. As someone looking out for the institution's interests, the librarian is probably better off selecting timeless, long-wearing fabrics and design elements in furniture and furnishings. Look for long-lasting fabrics with a high "double-rub" count, especially for chairs that will endure unremitting use and abuse over their lifetime.

¶30 Chairs may just be the single most important furniture selection the library administrator makes for the library, as least from the student viewpoint. Select library seating of superior construction that is comfortable for patrons who occupy chairs for lengthy periods of time. Ask an ergonomic expert to help evaluate potential chairs. The interior designers may not appreciate this expert involvement but library patrons will. Bring in test chairs and let students evaluate them for comfort and stability. Step outside the box and consider ergonomic task chairs instead of traditional library chairs. USF selected the Rally adjustable task chair by Steelcase, some with arms and some without as a result of a student preference survey, and has been extremely satisfied with the purchase.²⁸

27. See generally Jeannette Woodward, *Countdown to a New Library: A Blueprint for Success*, AM. LIBR., Apr. 1999, at 44.

28. Remember also to think about Americans with Disabilities Act issues and ergonomic considerations. For example, USF purchased a percentage of computer tables configured for left-handed students. The most common percentage of left-handed to right-handed persons is noted as being around 10% of the population. A. Tilinger & C. Sik Lányi, *Issues of Hand Preference in Virtual Environment Design*, 2005 CENT. EUR. MULTIMEDIA & VIRTUAL REALITY CONF., <http://www.ef.org/EG/DL/PE/CEMVR/135-140.pdf.abstract.pdf>.

Negotiator and Purchase Agent

¶31 There will be items that do not make it into the construction budget and items that will be deferred for lack of financial resources to cover their cost. As budget officer for the library, the library director should develop and maintain a list of these items and budget for their eventual purchase if necessary. The librarian should also advocate in the moment for those items that are too crucial to the success of the building to be eliminated or deferred. Usually a project of this magnitude will have a university or outside budget manager. That person does not always understand the import of eliminating or substituting an item or system vis-à-vis the final functionality of the building as a library. The library director must educate that person and press for the facility's basic requirements. The director also must know *when to play and when to fold*. There are many opportunities for compromise when planning and constructing a library building. Push for the vital functions and systems and give in on the less important issues.

¶32 Much of the furnishings, such as shelving and lighting, may be included in the project, but furniture and accessories often fall outside the scope of the interior designer or builder's contract. Even when these items are within the scope of the project, the university's or institution's purchasing agent may do the actual ordering to get a better price. Someone has to assemble the furnishings and accessories list and put a price to everything. Library staff will likely perform at least some of the ordering for accessory-type items, or will work with the institution's purchasing department to order these items. The library director is responsible for making sure that all furnishing needs are accommodated. A chart for individual spaces within the building, listing each furniture item and accessory needed for that space, can be useful. Such attention to detail can avoid overlooking items as crucial as a wastebasket, doorstop, or coat hook on the back of an office door. The list also helps in setting priorities if some furnishings need to be deferred for lack of money in the project budget.

¶33 During the planning process, the librarian (or a designee) may be asked to obtain cut sheets with all specifications for technology or audiovisual equipment so that cabling and power requirement information are included in the construction documents. This type of furnishing includes such equipment as wired classroom lecterns or podiums, group study room TV/DVD/AV carts, and wired tables for computer labs. Start early enough in the schedule to order equipment and furnishing so that the project is not delayed, especially if the furniture is custom-made. For example, USF had ordered custom-made tables with outlets for laptops built into the table lamp's base. The need to obtain a UL rating for the custom table lamp postponed the manufacturing of this furniture by several weeks.

Peacemaker and Promise Keeper

¶34 Construction issues that might raise a mild concern during the construction of a new facility can constitute a major headache in the renovation of an existing

library.²⁹ During a renovation, the librarian and staff must contend with problems stemming from reduced security; dust, noise, temperature, and ventilation extremes; possible water and fire issues; and most important, unhappy building occupants. Rigid contract specifications may mitigate these problems but also drive up project costs. It is the role of the library administrator to play peacemaker, keeping the lines of communication open between all parties involved in the construction project. The library director must try to balance the competing interests of ongoing library services and the renovation work while maintaining harmony among the parties involved. In one renovation project that I supervised over a university summer intersession, I brought all the contractors and vendors together beforehand, outlined the work to be done, and received commitments from everyone that the job would be completed within the allotted time frame. The project was completed on schedule and the work proceeded smoothly because everyone knew what each person had to do and when he or she had to do it. Because all parties had an overall sense of the project before it began, each contractor understood that a delay in one aspect would bog down the whole process. Nevertheless, I built in a few days “wiggle” room since delays inevitably happen.

¶35 As the client’s representative, the library administrator will sign off on construction documents throughout the project: furniture layouts, millwork construction, data and power outlets, signage, shelving layouts, HVAC and lighting layouts, etc. Contractors welcome change orders that arise during construction because they can make additional money when these are invoked. To avoid these extra costs, the librarian wants to get it right on paper before construction commences. A valuable piece of advice I remember from library school management classes is that it is easier to erase from a sheet of paper than to tear down brick and mortar to correct construction mistakes. Therefore, thorough planning and careful review of construction documents are critical activities. The library director should avoid requesting changes during construction just because new and better ideas later come to mind. Once final construction documents have been approved, deviations from the plans should be limited to changes required because of changes in site conditions or errors or omissions found in the drawings, not because of desired, but noncrucial, alterations in the program.

¶36 The librarian should make inspections at least weekly, especially once work commences on electrical and data outlets and door and window frames, and throughout the work on interior finishes and built-ins. Be aware that contractors may not welcome this kind of close scrutiny. Tact and diplomacy will be needed in asking for explanations and pointing out deviations from the drawings. Sometimes the point has to be clearly made that the institution, as the ultimate client, must be able to successfully use the building for decades after the contrac-

29. See generally Anita K. Head, *Remodeling and Expanding Space: Library Services during the Construction Period*, 79 LAW LIBR. J. 535 (1987); Jean L Willis & Amy Hale-Janeke, *Some Whine with Your Cheese*, AALL SPECTRUM, May 2003, at 26.

tor completes his labor. Corrective work is always easier to achieve while the contractor is on the job!

¶37 The library administrator needs to be a morale booster through all stages of construction. It is difficult for staff to encounter upheaval in their routine, especially if the construction project is a renovation of the existing facility. Accommodating ongoing services within a construction zone is very difficult on staff and patrons. Celebrate small victories and overlook insignificant omissions during this period.

Strategist and Mover

¶38 During the construction, the library director and staff will spend time planning the physical move and reviewing policies and procedures so that staff may continue to operate effectively in a new venue. Consulting available resources could help plan a successful physical move of staff, operations, collection, etc. An excellent planning guide for the move is *A Law Library Move: Planning, Preparation, and Execution*.³⁰ The physical move includes inventorying the collection; integrating parts of the collection that library management may want to bring back together or creating separate collections; and plotting the new location of print materials, microforms, and other formats. Librarians might weed the collection at this time or engage in other collection maintenance projects to facilitate the move.

¶39 I have found it helpful to use plotting sheets to locate where each book will be placed on shelving in the new library. It is easy to make a template form of each stack unit and duplicate that form for each shelving range in the new facility. Once each unit and each shelf of the unit are labeled, librarians can designate those shelves, or portions thereof, that they will assign for book placement and those that will be left unoccupied for collection growth. This plotting also assists when reintegrating materials into the collection if the library has had to employ off-site storage during “mitigation” activity.

¶40 Plan the physical move of library staff and any accessories or furniture that will travel to the new site. Blow up the blueprints of individual offices, assign an office number that corresponds to the blueprint locations, and label any furniture being moved to that space with this number. When the building is completed and staff members are ready to move, a copy of this diagram can be given to the movers so that furniture will end up in their proper locations. It is hoped that the library director and staff will have preplanned the library move with the precision of a military commander preparing for battle, and that when the time comes they are able to hand over the actual move to a professional company specializing in library

30. THOMAS M. STEELE ET AL., *A LAW LIBRARY MOVE: PLANNING, PREPARATION, AND EXECUTION* (Law Library Information Reports No. 18, 1994). For a description of the actual move of an academic law library, see Margaret A. Leary, *The Move of the University of Michigan Law Library*, 75 *LAW LIBR. J.* 308 (1982).

moves.³¹ Still, the library staff should be actively involved in the move with one crew of staff supervising at the former library and another one in the new facility. Shelving mistakes are less likely to occur if library staff members are standing by with shelving maps in hand as the books go on the shelves. Library staff, and possibly some furnishings, must also relocate. Meeting in advance of the move with the moving company, mapping the route from the old facility to the new one, and labeling all furnishings for their eventual home facilitate a smooth move. If the librarian and staff take the time to prepare thoroughly and walk through the moving route prior to move day, noting potential obstacles, the actual moving day should occur fairly smoothly.

¶41 Library staff will probably have spent more time than they care to recall working out directional signs, room numbers, public directories, donor acknowledgment, and the like. Library patrons seldom ask directional questions, so excellent signage is of considerable importance. Map holders and nameplates are among items to include on the fixture list. As collection locations and staff members change, new paper locations and names can be slipped into the holders.

Problem Solver

¶42 Often library administrators think facility problems are behind them once the staff moves into the new library. Unfortunately, this doesn't account for the phenomenon known as the "post-building blues."³² Be prepared for it. Change is hard. Staff will complain and patrons will complain. It is best to plan for a settling-in period that will allow staff to become acclimated before the library opens its doors to patrons. Adjustment may be rapid for some and difficult for others. As project manager, the library administrator must put on the cheerleader hat and also be a sympathetic listener. And if there really is a problem, to be a problem solver. Usually in a new facility a shakedown period of several months occurs during which problems are identified and corrected. Any construction of this magnitude is bound to include some mistakes or problems. Encourage library staff to raise concerns so that those responsible for building matters can analyze the problems and respond to them.

¶43 The final inspection, before the building is formally handed over to the institution, is likely to result in a list of items requiring correction by the builder. This list is called the *punch list*. Do not be too hasty in signing off on the construction punch list. Once the library moves in, the building is in essence *accepted* and the warranty clock starts ticking. If there are warranty items to be corrected, do not settle for something less. The client institution is entitled to what it paid for. This

31. For moving company selection and RFP preparation guidance, see ELIZABETH CHAMBERLAIN HABICH, *MOVING LIBRARY COLLECTIONS: A MANAGEMENT HANDBOOK* (1998).

32. Head, *supra* note 29, at 544.

phase of construction involves the correction of all deficiencies by the contractor and subcontractors that do not meet bid contract document specifications. Before the building is finally and legally accepted, make sure the institution has the library it contracted for.

Party Planner and Publicity Hound

¶44 There are usually at least two significant celebratory events that the librarian is actively involved in planning before the formal dedication of the building. One is the groundbreaking ceremony and the other is the “topping out” party for the construction crew when the highest beam of the steel structure is hoisted into place. The institution’s development staff should organize these events, but if that does not happen, the librarian may need to take the lead planning role.

¶45 Celebratory events around a construction offer the library opportunities to garner publicity about its mission and goals. The library administrator should be aware of public relations opportunities in conjunction with the construction, from giving interviews to institutional press staff to submitting the construction project for an AIA/ALA Library Building Award.³³ Celebrate small milestones and victories along the way, especially if the library is undergoing a renovation and operating next to a construction zone. USF staff established “Wonderful Wednesdays” where someone would bring in a dessert and all staff would stop to enjoy a treat and hear the latest construction update.

¶46 The formal dedication of the facility is the grand occasion for celebrating this major institutional and personal career achievement. Recognize all who have contributed to making the dream come true. Show off the new facility and thank contributors to the project. Plan guided tours for patrons and donors. Use this opportunity to generate publicity and goodwill for the entire institution. Record the festivities for posterity. Decades later, a successor library director may delight in the fact that a previous administrator has archived an historical account of the process. A new or renovated library is a major accomplishment that transforms the entire institution. A successful facility can attract potential students and faculty and significantly boost the law school’s competitiveness among its peer institutions. Law students know they will spend a significant amount of their time in the library, so a successfully constructed research facility is a great marketing tool.

Conclusion

¶47 *Goals are dreams with deadlines.* It is never too early to start envisioning and planning a needed library expansion and putting dreams on paper. If the library

33. This award is meant to encourage architectural excellence in the planning, designing, and construction of libraries. For details and application process, see Am. Institute of Architects, AIA/ALA Library Building Awards, http://www.aia.org/br_2005librarycfe (last visited Jan. 12, 2006).

administrator is prepared with a plan when the parent institution is ready to embrace expansion, the dream has a chance of becoming a reality, but nothing will come to those who only sit and contemplate. As an expert and primary participant in the building process, the involved library administrator will help construct a library that is functionally successful and a learning facility that students and faculty will delight in using. Build it right and they *really will* come!