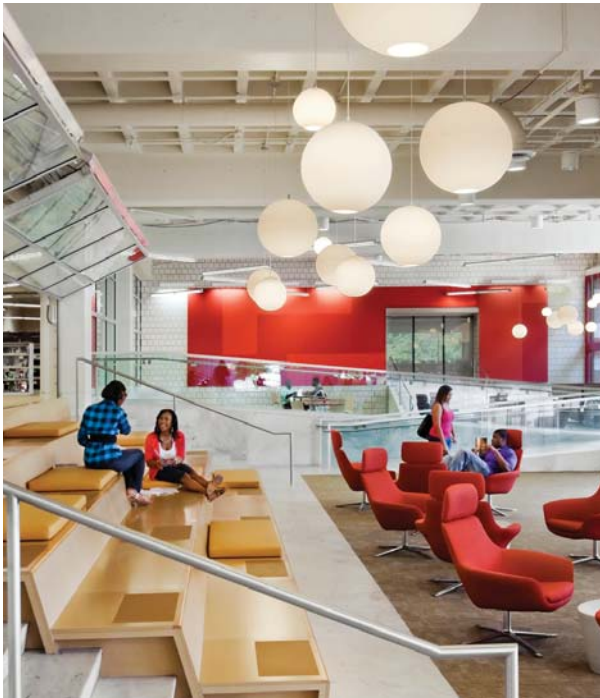


# Hayden Library Master Plan Arizona State University



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# Executive Summary

## Introduction

Hayden Library is the main research library of Arizona State University's Tempe campus. The primary objective of the Master Plan is to position Hayden Library as an exceptional research and learning environment for the New American University. During a three month process, beginning in January 2012, the architecture firm of Shepley Bulfinch worked with ASU stakeholders to assess existing conditions and to establish master plan recommendations, budgets and a phased implementation strategy.

## Transform Hayden Library to create exceptional research and learning environments worthy of a premier 21st century academic library and the innovative programs of Arizona State's New American University.

Shared stakeholder goals that guided the development of recommendations were defined as follows:

- ▶ **Strengthen** the presence of Hayden Library as an intellectual hub in the center of the Tempe campus.
- ▶ **Maximize** space utilization throughout Hayden Library.
- ▶ **Create** innovative teaching and learning environments that support student success.
- ▶ **Increase** the quantity and variety of general student seating and instructional spaces, providing areas for collaborative work and digital production.
- ▶ **Support** faculty and graduate student research.
- ▶ **Celebrate** the unique resources available in Special Collections and Archives.
- ▶ **Develop** a collections strategy that reduces the amount of print collections held within Hayden Library.
- ▶ **Provide** access to robust digital media and technology tools and resources.

## Campus Context

Hayden Library sits at the heart of the Tempe campus, adjacent to its major green space, Hayden Lawn, and at the intersection of two prominent pedestrian malls, Orange and Cady Malls. Among the ASU Libraries, Hayden Library is a primary hub. It provides centralized resources and services to support the larger ASU library system. Including primary research collections and a proposed 3,400 patron seats, as well as a café, academic support functions and technology help services, Hayden Library is positioned as a magnet for academic pursuits on campus. This is further amplified by its adjacency to the Memorial Union which is positioned as a central destination for campus events and social interaction.

The 1969 wing of Hayden Library is separated from Orange Mall and Cady Mall by a deep moat that was originally designed to bring light into the lower levels of the library. Now viewed as an uninviting pit, the moat is a barrier that visually and physically separates the library from the activities of the surrounding campus, and Hayden Lawn in particular.

Hayden Lawn, prized as the major green space on the Tempe campus, lies to the west of the original 1969 wing of Hayden Library and above the below-grade wing added in 1989. Patrons enter the library by descending through a courtyard sunken into Hayden Lawn. The current entrance arrangement does not provide universal access, and belies the importance of Hayden Library as a primary intellectual destination.

## Planning Recommendations

In order to improve connections between Hayden Library and adjacent exterior spaces, the Master Plan recommends that the sunken courtyard and the moat surrounding Hayden Library be enclosed, and the campus landscape extended to cover them. This will create new, programmable space to support Hayden Library activities, and facilitate the creation of multiple, welcoming, at-grade accessible entrances.

The primary entrance will be positioned in a new pavilion constructed on the west side of the original library wing, adjacent to Cady Mall and overlooking Hayden Lawn. In this prominent position, the new, main entrance pavilion will serve as a beacon that draws the community into the library. Within, new stairs and elevators will help to orient patrons by providing clear pathways to resources and services.

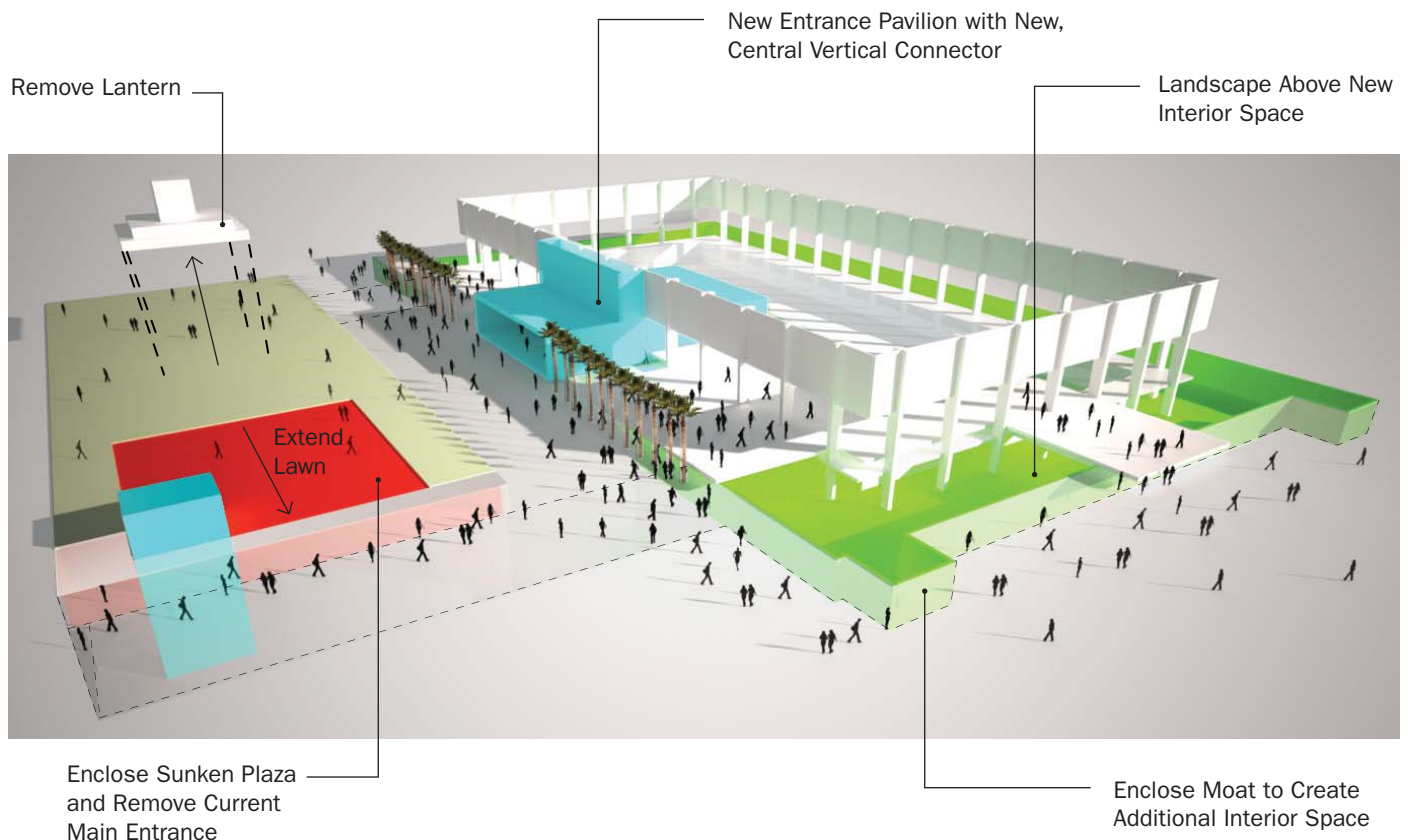
These recommendations set the stage for a more comprehensive renovation of Hayden Lawn, including removal of the stone lantern and the sculptural parapets surrounding the sunken courtyard. Hayden Lawn no longer benefits from these elements, which were added in the 1989 expansion. Their removal will allow for development of a more usable landscape to support campus gatherings.

### Program Recommendations

Dramatic adjustments to space allocation within Hayden Library are proposed to reflect the dynamic, patron centered research and learning environment envisioned in the project goals. The proportion of space allocated for patron study, research and instruction will be increased by 30%, while the amount of space allocated for print collections and staff offices within Hayden Library will be decreased accordingly. The proposed program more than doubles the number of patron seats, from just over 1,500 to nearly 3,400. Approximately 860 of the new seats are flexible, registrar-scheduled instructional spaces that can be utilized as general library seating when classes are not in session.

To accommodate the shift in space use from a collection intensive facility to a patron focused learning environment, it is recommended that the building size be increased by 41,053 gsf, from 318,890 gsf to 359,943 gsf. The additional space will be created by capturing gross square feet in the existing moat, the sunken plaza and the new main entrance pavilion.

The dramatic and much needed expansion of seating and instructional spaces is accomplished by relocating 19,400 nsf of staff offices supporting system-wide library operations elsewhere and by shifting 1,013,526 volumes of Hayden Library's 1,728,496 volume print collection to the University's Collection Storage Facility at the Polytechnic campus. The collection shifts will be implemented in phases, with the first 250,000 volumes accommodated in the existing collection storage module, and construction of a new collection storage module required for the balance. In addition to the expansion of off-site collection storage space, it is anticipated that the University will need to increase resources allocated to collection retrieval in order to maintain the current level of service.



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## Interior Organization

**Level 1** of Hayden Library will be restored as the primary entrance floor, providing the main service desk, a café and active seating areas supporting student work and campus interaction. The main floor will be welcoming and integrated with the surrounding campus. Entrances will be provided from Cady Mall through the new main entrance pavilion, from Orange Mall on the south side, and through a café on the north side.

Directly accessed via stair or elevator through the new, main entrance pavilion, the 1989 portions of the library (**Lower Concourse** and **Level 0**) will support teaching and learning functions, including flexible classrooms, learning labs, library instruction and academic support services, collaborative study areas and digital production labs.

New interior space created by enclosing the moat will expand the floor plate of the **Upper Concourse**, which will house collections, library staff, and quiet seating areas, including designated graduate and faculty areas, as well as new infrastructure to support building systems.

**Level 2** of Hayden Library will reinforce its role in outreach to the campus community and the public through the creation of exhibit space, destination reading rooms suitable for events, and gatherings paired with the Labriola Center and the Hayden Library Special Collections and Archives reading room.

The balance of the print collections, as well as quiet research and study areas, and designated faculty and graduate research space, will be located on **Level 3**. The majority of **Level 4** will be utilized as processing for special collections and archives, and will also accommodate library administrative offices and a faculty business center.

## Technology & Building System Recommendations

The broad range of instruction, research and digital production activities that will be represented in Hayden Library will require a robust technology infrastructure that can accommodate the steadily increasing demands for capacity that, for the foreseeable future, will accompany rapid advances in technology. The infrastructure will provide a highly networked environment that supports fast exchanges of data, maximizing the utility and scalability of technology while minimizing its environmental and operational costs.

Building systems in Hayden Library are mostly original, dating from 1969 and 1989. To improve code compliance, safety, energy efficiency and occupant comfort, it is recommended

that original equipment dating from 1969, that has reached the end of its useful life, be replaced, and that improvements to the 1989 systems be implemented. Increased occupancy and expansion of instructional space within Hayden will also necessitate changes to building systems. Changes to building egress routes, stack layouts, and restroom facilities, as well as enhancement of fire and life safety systems, will be required to bring the building into compliance and improve life safety and accessibility.

## Implementation Recommendations

Implementation strategies have been designed to maintain Hayden Library as a vibrant facility meeting campus needs throughout a phased renovation. The implementation plan has identified three major projects that have been divided into smaller packages of work ranging from under \$1.2m to \$13m. Within each project, scope components that can occur at various times in the phasing sequence have been identified. This approach provides Arizona State University with flexibility to shape the scope and pace of the project to align with funding and schedule parameters.

In current dollars (first quarter 2012), the estimated project cost to implement all recommendations is \$83.3m. Detailed cost and phasing analyses are included in the body of this report. The projects are as follows:

**If implemented sequentially without breaks, the comprehensive renovation would take a minimum of 5 years.**

## Project Group A: Campus Connectors & Entrance Pavilion

Project Group A improves connections between Hayden and the surrounding campus, and activates interior spaces through the creation of the new, main entrance pavilion facing the Cady Mall, enclosure of the moat and renovations to Levels 1 and the Lower Concourse. New infrastructure to support future building system upgrades will be installed. To create more space for patron seating and instructional spaces, accommodations for staff and collections to be moved off-site are provided as part of Project Group A. Project group A includes 68,348 gross square feet (gsf) of renovation and 86,946 gsf of new construction.

**Package A.1:** Learning Labs & Breakout Areas  
Cost = \$3m

**Package A.2:** Moat Enclosure & Building Infrastructure  
Cost = \$12.5m

**Package A.3:** Support Staff Relocation  
Cost = \$9m

**Package A.4:** New Collection Storage Module  
Cost = \$5.1m

**Package A.5:** New, Main Entrance Pavilion  
Cost = \$13m

**Total Project Group A Cost = \$42.6m**

## Project Group B: Teaching & Learning Spaces

Project Group B provides a comprehensive renovation of the Lower Concourse and Level 0 to expand space for teaching and learning and student success programs, and creates a core area for quiet study, library staff and research collections on the Upper Concourse. In total, 111,362 gsf of Hayden Library is renovated. Project B provides options to enclose the sunken courtyard to create 8,700 gsf of additional teaching and learning space, and landscape improvements to Hayden Lawn.

**Package B.1:** Research & Collections  
Cost = \$8.1m

**Package B.2:** Instructional & Technology  
Cost = \$4.1m

**Package B.3:** Instructional & Student Success  
Cost = \$3.7m

**Package B.4:** Enclose Sunken Plaza  
Cost = \$4.5m

**Package B.5:** Hayden Lawn Improvements  
Cost = \$800k

**Total Project Group B Cost = \$21.2m**

## Project Cost Snapshot:

	2012	2013	2014	2015	2016
Package Cost	\$3m A.1	\$26.6m A.2 A.3 A.4	\$13m A.5	\$22m B.1 B.2 B.3 B.4 B.5	\$19.5m C.1 C.2 C.3 C.4
Project Group Cost	\$42.6m			\$21.2m	\$19.5m
Total Project Cost	\$83.3m				

Project Group 'A'
  Project Group 'B'
  Project Group 'C'

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## Project Group C: Destination Research & Public Spaces

Project Group C completes interior renovations, focusing on the upper levels of the 1969 portions of Hayden. Levels 2, 3 and 4 are renovated to provide exhibit and event spaces, destination reading rooms, and improved facilities for special collections, archives and research collections. In total, 101,564 gsf of interior space is renovated.

Package C.1: Special Collections Processing  
Cost = \$6.6m

Package C.2: Exhibit & Events  
Cost = \$3.3m

Package C.3: Special Collections Reading Room  
Cost = \$1.2m

Package C.4: Quiet Research & Collections  
Cost = \$8.4m

*Total Project Group C Cost = \$19.5m*

## Conclusion

**When these changes are implemented, Hayden Library will be a dynamic, vibrant, intellectual place contributing fully to the campus community. It will make real the commitments of the New American University, providing flexible learning environments that support student success, increased access to study and research resources for the University's growing population, and opportunities for regional and global outreach.**

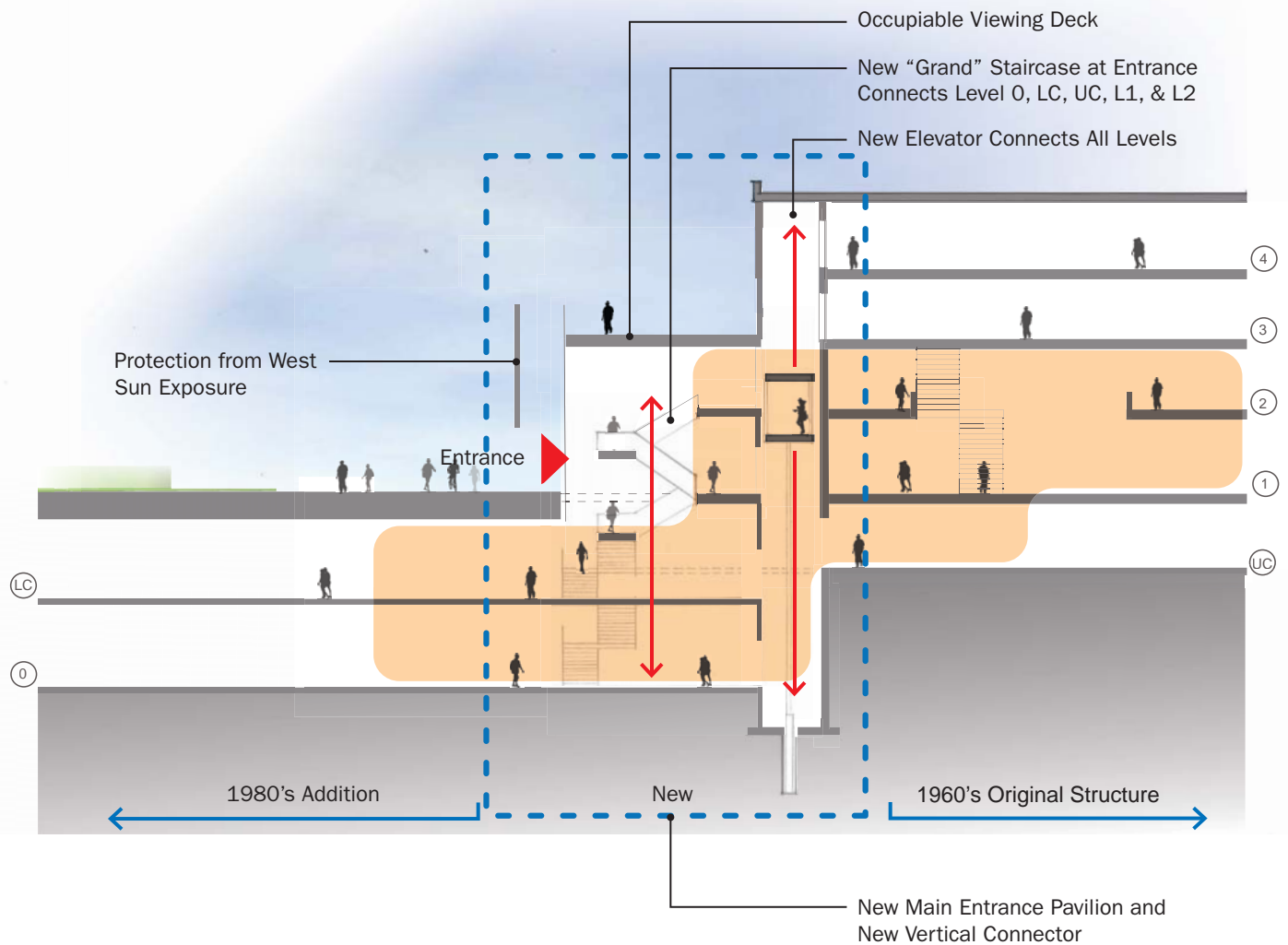
**The University's library system is nationally recognized for excellence, foresight and innovation in delivery of resources, services and technology. Implementation of these recommendations will transform physical environments of Hayden to align with the bold and forward looking ambitions of the Library and the University.**

# Building Planning & Design Strategies

## Improve Interior Connection and Wayfinding

The current configuration of the Hayden Library creates a disjointed and confusing wayfinding experience. For example, in order to enter the original Hayden building one must go below grade, upstairs, and into an elevator. This experience should be refined so that vertical circulation connects all floors through one centralized staircase and elevator core. The new, main entrance pavilion provides a lobby and a direct connection point from which to access all seven floors in the building — finally connecting the 1986 addition and the original building in a more intuitive and efficient manner.

■ Social Student Space



## Building Planning & Design Strategies

### Transform the Hayden Lawn into an Iconic Space

Hayden Lawn is an existing campus element that can be amplified to serve broader functional and experimental needs.

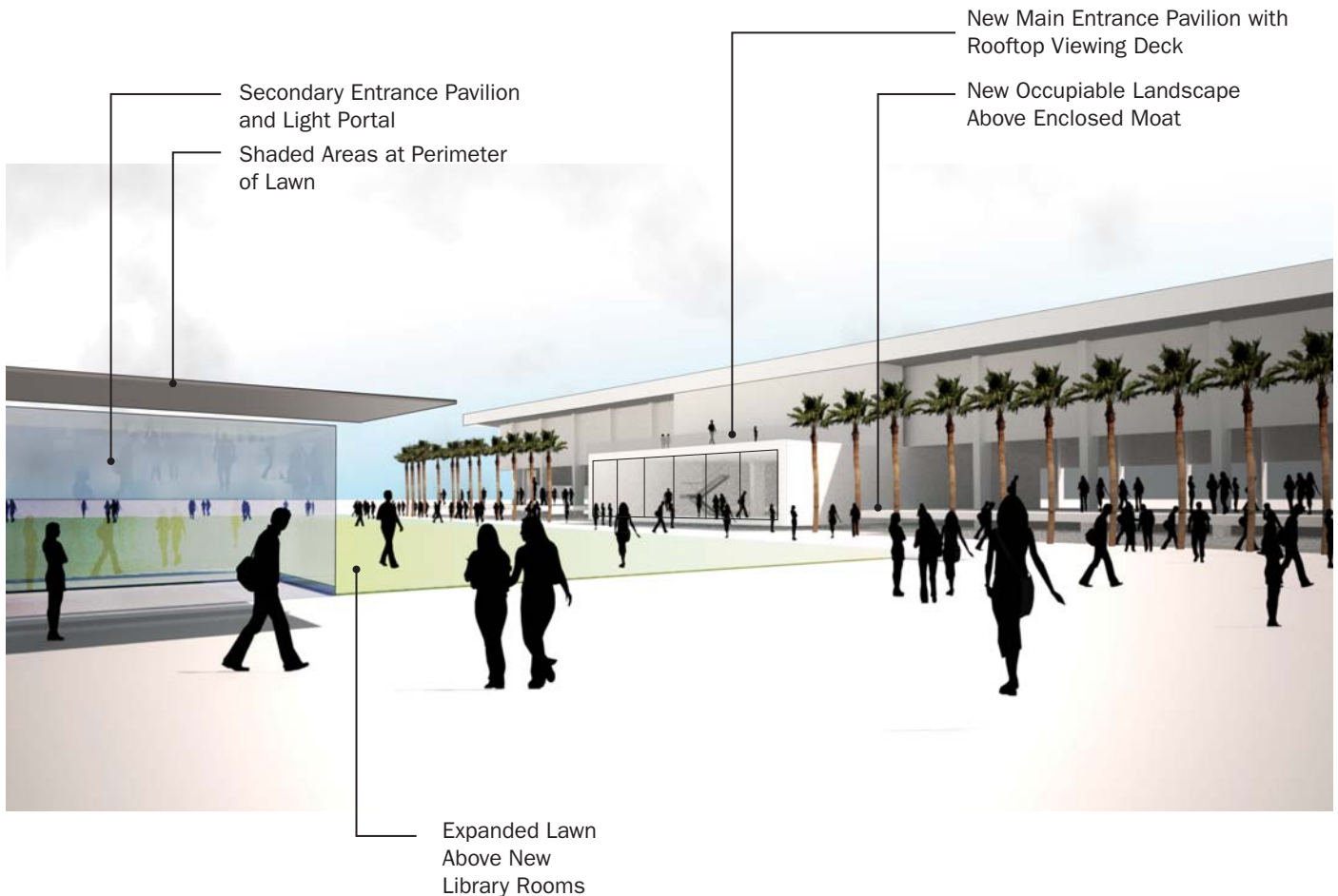
The enclosure of the library's sunken entrance plaza and "moats" with green roofs will extend lawn green space and allow for reconfiguration of the current pedestrian circulation pinch points along Cady Mall.

With the construction of the new, secondary entrance pavilion on the southwest corner of Hayden Lawn, reconfiguration of adjacent open space will be undertaken to further define the Lawn and adjacent pedestrian pathways.

Through removal of the stone lantern and reduction of paved pathways crossing the lawn, a more cohesive and flexible open space for events and spontaneous activities will be created.

Site development to improve night-time lighting, define seating and performance areas will increase usability for a variety of activities.

Sound transfer from events on Hayden Lawn to quiet study spaces in Hayden Library is an ongoing concern that should be mitigated through renovations to the original wing of Hayden Library.





# Planning Recommendations: Interior Space Allocation

## Program Summary











Shepley Bulfinch worked closely with the Steering Committee to create a program that identifies appropriate space allocation for services, seating, collections and staff in order to position Hayden Library at the forefront of academic research libraries. The existing library space allocation dedicates 47% of the building to collections and only 28% to patrons. Planning recommendations call for an overall shift in library space use from collection to user focused, increasing the percentage of patron space to over 50%. See program distribution below.

### Key program elements include:

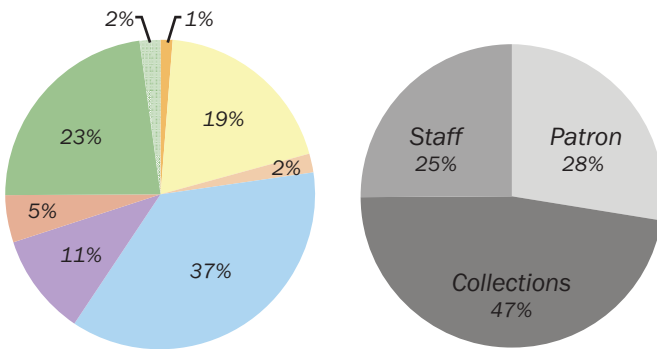
- Number of patron seats is more than doubled from 1,529 to 3,378.
- 1,013 of the patron seats are dedicated to instructional space (860 scheduled by registrar and 153 by the library).
- Teaching and Learning spaces configured to allow them to function as study seating when classes are not in session.
- Space for teaching and learning programs is approximately tripled.
- Relocation of more than 1 million volumes to off-site collection storage over the next 7 years.
- Bibliographic and Metadata Services (BAMS), Informatics and Cyberinfrastructure Services (ICS), and Preservation and Conservation requiring 19,400 nsf, will be relocated out of Hayden Library.

The program proposes an increase of 1,645 nsf, from 230,576 to 232,221 nsf. However, the overall gsf (gross square footage) of the proposed program is substantially larger. The existing library provides an efficiency of 72% which was typical for the era when constructed. Historically, stack-intensive libraries required less circulation space than contemporary learning-centered libraries which contain a higher proportion of seating and instructional spaces. The proposed gsf increases the total building size by 41,053 gsf from 318,890 gsf to 359,943 gsf. The resulting space use efficiency of 64% is based on contemporary planning metrics for libraries with classroom and patron centric spaces.

### Keynote Legend

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|--|--|
|  Public/Social Spaces         |  Building Support       |
|  Teaching & Learning Services |  Mechanical Spaces      |
|  Reader Seating               |  External (Non-Library) |
|  Instructional Spaces         |  Closed Collection      |
|  Collections                  |  Service Points         |
|  Staff/Faculty                |  Vertical Circulation   |
|  Archives/Special Collections |  |

Existing Space Allocation



Proposed Space Allocation

