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Randall Library has played an important role in the life of student’s educational journey since the original building was constructed in 1969. Today Randall Library is looking to reinvent itself to provide the 21st Century services and technology that will extend the Library's rich legacy of advancing knowledge and supporting discovery for future generations.

The program outlined in this report was derived through a series of user and stakeholder workshops and interviews to understand the current conditions and future needs for Randall Library. These workshops and interviews have served to guide the leadership committee in their efforts to meet the needs of tomorrow’s students while balancing the needs of these users and seeking economy and efficiency that recognizes the constraints of the anticipated project budget.

As outlined in the University’s 2017 Campus Master Plan, student enrollment is anticipated to reach 16,133 on-campus students by the Fall 2021 semester. This projected enrollment was used for the purpose of this programming study. While it is unclear if future growth beyond 2021 will significantly increase on-campus student enrollment, it should be noted that the program space for Randall Library does not address any additional student growth beyond that date. It should also be noted that the renovation and addition to Randall Library is not anticipated to be completed until Fall 2022.

The approach to the program development recognizes the evolving nature of technology and emerging pedagogies and seeks to create a flexible framework that will support change over the coming decades. Student study and collaboration space is expanded in the proposed program beyond the current condition as well as modernization of teaching spaces through classrooms that support diverse learning and teaching styles. In addition to preserving space for the collections of Randall Library and anticipating faculty and staff growth that aligns with the University’s strategic plan, the program also recognizes the growing need to provide space for partners like the Technology Assistance Center, food service operations and the Center for Teaching Excellence that have become an important part of serving the mission of the library to support student success and enhance outcomes.

The program was developed using a bottom-up approach of identifying and quantifying the full range of service and programmatic needs for the Library and its partner groups contained within Randall Library. While this approach typically generates a program that is greater than the budget can sustain, it does provide a clearer picture of the full array of program space needs that can then be evaluated and prioritized for inclusion in the final program that aligns with the assigned budget. In this regard, the program presented in this report captures the full wish-list of space needs. The University and design team will work to align the program and budget during the Advanced Planning phase of project development.

The preliminary budgeting program proposed a final building size of 200,000 gross square feet and included renovations to the current building of 155,135 gross square feet with an addition of approximately 40,000-45,000 gross square feet. As previously noted, the detailed program developed during this predesign phase used the bottom-up approach. One of the greatest programmatic needs identified for the reimagined Randall Library was a significant increase in student study spaces of various types. This increase was driven primarily by the UNC-GA recommendations for University student study stations. This recommended standard uses 20% of the student population plus 8% of the faculty population to establish the recommended number of seats assigned to student study spaces. By incorporating this recommendation and other identified programmatic needs into the final program, it totaled 238,614 gross square feet.

The following summarizes the major components of the program identified for possible inclusion in the envisioned Randall Library:

- User Space 87,885 sf
- Collections 32,800 sf
- Library Faculty and Staff 17,252 sf
- Partners 18,020 sf
- Total Assigned Square Feet 155,957 sf
- Total Gross Square Feet 238,614 sf

Several alternatives for the location of a future addition were explored and included in the following report, each seeking to understand the best approach to enhancing both the existing building and the campus fabric. The expansion of the building is anticipated along the Northern edge of the existing structure adjacent to the existing commuter parking lot or vertically within the existing footprint of Randall Library. In each case, major utility infrastructure is located within close proximity to the proposed sites. Final decisions regarding the preferred approach will be made in the Advanced Planning phase of project development.

Strategies for building construction phasing were initially explored to better understand potential impacts to the construction budget as well as the ability of the Library to continue offering access to collections and services during the renovation process. This will continue to be explored during the Advanced Planning phase of project development.
Project Directory

UNC Wilmington William Madison Randall Library
- Jeanne G. Cross, Coordinator of Collection Development, Librarian
- Lucy B. Holman, University Librarian
- Christopher E. Rhodes, Library Facility Coordinator
- Nicole R. Tekulve, Associate Director Library User Experience For Access & Spaces Librarian
- Laura K. Wiegand, Associate Director, Library Information Technology & Digital Strategies, Librarian

UNC Wilmington Facilities
- Galen Jamison, Facilities Engineer & Project Manager
- Rachel W. Patrick, Director of Architectural & Construction Services

UNC Wilmington Faculty and Administration
- Richard L. Ogle, Senior Associate Provost for Academic Affairs
- Lynn Mollenauer, Department Chair & Associate Professor
- Woody Sutton, Space Planner

Programing and Design Consulting Team
- Chris Brasier, Clark Nexsen
- Sam Burner, Clark Nexsen
- Jason Hite, Clark Nexsen
- Shann Rushing, Clark Nexsen
Vision and Guiding Principles

Initial meetings with the Leadership Committee, departmental leadership, faculty, students, staff and partner stakeholder groups focused on defining the project vision and establishing guiding principles that will serve as touchstones throughout the course of the project’s development. Activities such as the future “Headlines” activity served to stimulate discussion about the potential for re-visioning Randall Library’s future serving the UNCW campus community as well as understanding of potential challenges that must be addressed as the project takes form. Those ideas are captured below:

**Vision**

- **Library as Incubator** where Ideas Grow
  - Environment to support growth and allow ideas to flourish
  - Where inquiry starts
  - Catalyst
  - Not who starts but it is here and visible

- ** Tradition meets Modernity**
  - Special Collections (traditional value that is presented in a modern way)
  - Evolution vs. Revolution
  - Outside / Inside (Surprise, Delight, Blown away, Inspiration)

- **Rooted in Place**
  - “Bring the Beach here”
  - Never the same from one day to the next: Tide, sun, season, etc.
  - Diverse Ecosystem (Quiet, Active)
  - Democratic and Inclusive
  - Surfing and Skateboarding

- **Garden**
  - Learning Center that brings together faculty, students, community and staff for cross pollination
  - Furtive, tended, nurtured, diverse ecosystem for the Intellectual Life of Campus that changes and evolves with time
  - Space and Collection
  - Creation and Activity (intentional focus)

- **Hub / Bridge Community** or Place where disciplines and minds meet (Nucleus, Agora, town square)
  - Learning on Display / Open exchange of Ideas
  - Foster, Encourage, Inspire, Motivate
  - Peer Support / Students will do better / show our value
  - The High Line of Learning / Path as Destination (Garden and Bridge)
  - Bridge / Connection to:
    - Between Departments
    - Faculty to Faculty
    - Faculty to Student
    - Student to Student
  - Beautiful, Re-imagined, Functional, Revitalized

- **Showcase**
  - Learning on Display
  - Exhibit
  - Inspiration / Aspirational
Guiding Principles

- User Experience as a Priority / Wayfinding
- Architectural Expression embracing the Challenge of Tradition and Modernity
- Learner Centered
  - Creative / Sparking Ideas
  - Support and Inspire, Enable and Foster insight
  - Exploration of what is possible
- Embrace Sustainability
- Building Systems that Support Library Demands
- Long Life / Loose fit
  - Ever Evolving, Flexible
  - Partnerships and Collaboration
  - Organization / 360 / Operations
    - Service Points
    - Office Organization
    - Work Flow
- Technology
  - Future Oriented
  - Flexible
  - Importance to Learning
  - Providing Access
- Destination for Campus and Regional Community
- Embracing Partnerships that Enrich Student Success
  - Prioritize Resources
  - Stewardship of Resources
- Responsive to Master Plan
  - Responsive to Space Recommendations and Guidelines
- Optimize Resources
  - Within Budget allocation to advance Mission and Vision
  - Maximize Benefits / Learner Centered

▲ Main Entry, William Madison Randall Library
Overview

The process of developing the following program for Randall Library was only possible through the active engagement and inclusion of the Randall Library faculty and staff, library users including university faculty and students and key partner stakeholders. The goal of this interactive process was to develop an understanding of not only the current needs but also future aspirations for Randall Library. This understanding was then translated into a program document that quantifies the project scope, identifies critical relationships between program elements and the qualitative character of spaces.

The process of engagement involved a combination of interviews, discussion and six workshops that were initiated with big picture, creative thinking around anticipated growth, the future of library services, image and identity and then progressed toward more specific discussions of finer grain issues including service and user access, interdepartmental processes, and circulation.
Background Information

Strategic Plan

As previously noted, the process was initiated with a big picture discussion of the UNC Wilmington and Randall Library strategic planning work that has recently been completed. Each of the strategic plan action areas were discussed in terms of how the physical environment of Randall Library may more effectively advance the following objectives:

- Support the Academy
- Learning Spaces
- Collections and Contributions
- Strategic Alliances, Partnerships and Collaboration
- Information Literacy and Critical Thinking
- Positive Organizational Culture
- Strategic Assessment and Measuring our Impact

The UNC Wilmington Strategic Plan addresses the anticipated growth in students, faculty and staff with a target year of 2011 which aligns with the UNCW Strategic Plan. The projection if for a headcount of 16,133 on campus for the Fall of 2021, a 17.7% increase over the baseline of 13,710 for the Fall of 2016. In addition, the plan calls for 3,867 online headcounts, a 27% increase from the baseline and increases in sponsored research from $13 million to $30 million over the same horizon.

Mission, Vision, and Values

Library Mission
William Madison Randall Library supports the mission of the University by providing information resources and learner-centered services and by cultivating a rich physical and virtual environment dedicated to the open exchange of ideas and an information-literate community.

Vision
Inspiring, Nurturing, and Satisfying Intellectual and Cultural Curiosity

Core Values
- Learning
- Service
- Access
- Integrity
- Diversity

cultivating a rich physical and virtual environment
The 2017 UNC Wilmington Campus Master Plan, “Giving Flight to Imagination”, provides a ten to twenty-year vision and framework for the development of the campus. To inform the programming and planning work for Randall Library, the team reviewed the findings and recommendations of the plan. The plan recommendations include 48,000 gross square feet of additional space to the west of Randall Library. The plan notes that student surveys suggest that Randall is the place on campus that students spend most of their time and also recognizes the changing role of the Academic Library with greater demands for accommodating technology and collaborative learning. Planning and design principals identified in the Master Plan that should guide future campus development are:

- Accommodate Growth while raising academic standards
- Provide state of the art learning and research environments to support 21st century education and careers
- Retain existing campus character while making a commitment to sustainability
- Enhance coastal university qualities
- Maintain and enhance outdoor learning environments
- Integrate student activities, recreation, athletics and arts and culture with academics and residential life
- Improve pedestrian mobility
- Support and enhance partnerships with the greater Wilmington community
Student Surveys

Student surveys were conducted in the Spring of 2018 soliciting feedback from students seeking input on “What’s missing from Randall Library?”. The key findings from the survey suggested that students desire a more diverse ecosystem of places to study and engage with fellow students. This finding is reflected in the desire for “privacy” and places to collaborate in “group study” areas. Improvements to support space was also a common theme clearly expressed through greater access to technology, vending, outlets and whiteboards supporting active learning and interaction.

The diagrams below provide a brief summary of student responses with the most frequent requests represented by the relative proportion of the circles.

▲ What modifications to the existing building would you like to see? Please consider library spaces, services, and technology.

▲ If the library were renovated and expanded, what would you like to see in the new space? Again, please consider library spaces, services, and technology.
Benchmarking

The Campus Master Plan, as noted earlier, addresses the dramatic changes occurring in the role of the academic library. In an attempt to benchmark against peer and aspirational institutions, the leadership of Randall Library visited and toured several regional academic libraries as part of the initial effort to look beyond the UNCW campus. The tours provided an opportunity to examine how other academic libraries were able to respond to the evolving role through re-imagining existing buildings and supplementing this with new construction. The goal of these benchmarking tours was to provide the leadership group with both successful and challenging examples to inform the discussion around the future of Randall Library.
Existing Conditions

Randall Library was originally constructed in 1969 and expanded in 1986. While modest targeted renovations have occurred since the addition 32 years ago, the original building systems and envelope remain in use now as the building celebrates 50 years in 2019. In addition to outdated and inefficient performance of the building systems, the existing building plan configuration results in most areas having little in any access to natural light or even views to the exterior campus environment. Ease of wayfinding within the large, undifferentiated floor plates negatively impacts the library user experience.
Surrounding Buildings and Parking

00 RANDALL LIBRARY
01 KENAN AUDITORIUM
02 DELOACH HALL
03 BEAR HALL
04 MORTON HALL
05 LEUTZE HALL
06 CLOCK TOWER
07 KENAN HALL
08 KING HALL
09 COMPUTER INFORMATION SYSTEMS
10 DEPAOLO HALL
11 LUMINA THEATER + BOOKSTORE
12 FISHER UNIVERSITY UNION
13 ALDERMAN HALL
14 HOGGARD HALL
15 WARWICK CENTER
16 BURNEY CENTER
17 ADMISSIONS OFFICE
Existing Streets, Shuttle Routes, & Bus Stops
Pedestrian Corridors & Pathways

- Major Pedestrian Corridor
- Cross-City Trail
- Proposed Bike Paths
- Main Entry / Building Frontage
Existing Lawns, Gardens & Plazas
Existing Building Replacement Candidates & Development Opportunities

POTENTIAL REPLACEMENT CANDIDATES

POTENTIAL DEVELOPMENT SITES

LOT C

LOT D

LOT G

LOT E

LOT B
Library Exterior & Interior, Level 1

1. Original Entry

2. Exterior Brick Colonnade
3 VR Immersive Space

4 Technology Assistance Center (TAC)

5 Circulation Work Area

6 Learning Commons
Library Interior, Level 2

1 Study Area

2 Quiet Study Space
Existing Program Elements

The existing program spaces within Randall Library were categorized into five primary elements for documenting and evaluating current space utilization. These categories and their key program spaces are:

- **User Space**
  - 61,814 SF

- **Collections**
  - 51,009 SF

- **Library Faculty + Staff**
  - 21,117 SF

- **Partners**
  - 10,574 SF

- **Building Support**
  - 12,555 SF

The following analysis captures the current space allocation along with findings on the sufficiency of current space or the anticipation of program growth, reduction or relocation outside of Randall Library.

*existing partners includes: Food Service, Technology Assistance Center (TAC) & iPrint, Center for Teaching Excellence (CTE), Honors College, Distance Learning, Isaac Bear Early College*
8% BUILDING SUPPORT

32% COLLECTIONS

39% USER SPACE

7% PARTNERS

14% STAFF + FACULTY

48% STACKS

15% PERIODICALS

11% SPECIAL COLLECTIONS

10% GOV'T DOCS

4% MAPS, MICROFORMS, + MICROFILM

2% ARCHIVES

1% REC READING

3% MOVIES + MUSIC

3% REFERENCE

1% JUVENILE

31% FOOD SERVICE

23% HONORS COLLEGE

21% TAC

11% 10% 9%

6% 5% 4% 3% 2%

65% TECHNICAL SERVICES + COLLECTIONS

18% TECHNOLOGY

6% LOBBY

8% CLASSROOMS

4% EXHIBITION

▲ Programmatic Breakdown

III PROGRAMMING PROCESS | Existing Program Elements
User Space

Represents 39% of the current space and consists primarily of study and collaboration space, technology and space for instruction and exhibitions. Findings from the analysis indicates that User Space requires significant growth in space allocation to provide additional seating capacity and greater diversity in the types of spaces; from quiet focused study to active and social, from individual spaces to group ranging from small and large group study. In addition, there is a desire to increase access to integrated technology and to migrate from the current portfolio of traditional classroom spaces to active and flexible configurations.

<table>
<thead>
<tr>
<th>User Space</th>
<th>61,814 SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Lobby (+)</td>
<td>4,651 SF</td>
</tr>
<tr>
<td>1.2 Service Centers (√)</td>
<td>1,426 SF</td>
</tr>
<tr>
<td>1.3 Exhibition (+)</td>
<td>2,727 SF</td>
</tr>
<tr>
<td>1.4 Study &amp; Collaboration Spaces (+)</td>
<td>38,473 SF</td>
</tr>
<tr>
<td>1.5 Classrooms (+)</td>
<td>3,584 SF</td>
</tr>
<tr>
<td>1.6 Technology (+)</td>
<td>10,953 SF</td>
</tr>
</tbody>
</table>

(+) = Increase Size  (-) = Decrease Size  (√) = Sufficient Size  (☐) = Remove from Library
**Library Faculty + Staff**

Represents 14% of current space and the major administrative departments supporting library operations including Library IT, Technical Service and Collections, Special Collections and User Experience. Sufficient departmental space provided but distribution of space between departments may need to be reallocated.

<table>
<thead>
<tr>
<th>Library Faculty + Staff</th>
<th>21,177 SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Library IT (✓)</td>
<td>1,711 SF</td>
</tr>
<tr>
<td>3.2 Technical Services + Collections (✓)</td>
<td>13,733 SF</td>
</tr>
<tr>
<td>3.3 Research + Instructional Services (✓)</td>
<td>1,247 SF</td>
</tr>
<tr>
<td>3.4 Specialized Collections (✓)</td>
<td>1,211 SF</td>
</tr>
<tr>
<td>3.5 Library User Experiences (✓)</td>
<td>588 SF</td>
</tr>
<tr>
<td>3.6 Shared + Support (✓)</td>
<td>2,195 SF</td>
</tr>
<tr>
<td>3.7 Library Admin (✓)</td>
<td>492 SF</td>
</tr>
</tbody>
</table>

(+) = Increase Size  (-) = Decrease Size  (✓) = Sufficient Size  (☐) = Remove from Library

**Partners**

Another area expected to grow from the current allocation of 7% to accommodate the increasingly important role that partners play in supporting the mission of Randall Library. Current partners range from the Center for Academic Excellence (CTE) to food service and the Technology Assistance Center (TAC). Current partners Isaac Bear and The Honors College are expected to vacate current space within Randall Library.

<table>
<thead>
<tr>
<th>Partners</th>
<th>10,574 SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 CTE - Center For Teaching Excellence (✓)</td>
<td>1,076 SF</td>
</tr>
<tr>
<td>4.2 Food Service (+)</td>
<td>3,241 SF</td>
</tr>
<tr>
<td>4.3 Honors College (☐)</td>
<td>2,409 SF</td>
</tr>
<tr>
<td>4.4 Isaac Bear Early College (☐)</td>
<td>261 SF</td>
</tr>
<tr>
<td>4.5 iPrint (+)</td>
<td>261 SF</td>
</tr>
<tr>
<td>4.6 TAC - Technology Assistance Center (✓)</td>
<td>2,182 SF</td>
</tr>
<tr>
<td>4.7 Distance Learning (✓)</td>
<td>1,144 SF</td>
</tr>
</tbody>
</table>

(+) = Increase Size  (-) = Decrease Size  (✓) = Sufficient Size  (☐) = Remove from Library
Collections

Occupies 32% of current space and consists of space for accommodating the diverse range of Randall Library's collection including general and special collections, archives, periodicals, government documents, reference and recreational reading. The major finding resulting from analysis and discussion is that while the collection will grow, the space allocation will remain static as more of the collection migrates into high density shelving and aisle widths within the stacks are evaluated in future planning scenarios.

<table>
<thead>
<tr>
<th>Collections</th>
<th>51,009 SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Stacks (-)</td>
<td>24,485 SF</td>
</tr>
<tr>
<td>2.2 Special Collections (+)</td>
<td>5,801 SF</td>
</tr>
<tr>
<td>2.3 Archives (+)</td>
<td>1,302 SF</td>
</tr>
<tr>
<td>2.4 Movies + Music (-)</td>
<td>1,603 SF</td>
</tr>
<tr>
<td>2.5 Periodicals (-)</td>
<td>7,602 SF</td>
</tr>
<tr>
<td>2.6 Government Documents (-)</td>
<td>5,347 SF</td>
</tr>
<tr>
<td>2.7 Maps, Microfiche, And Microfilm (-)</td>
<td>2,171 SF</td>
</tr>
<tr>
<td>2.8 Reference (-)</td>
<td>1,521 SF</td>
</tr>
<tr>
<td>2.9 Recreational Reading (-)</td>
<td>435 SF</td>
</tr>
</tbody>
</table>

(+) = Increase Size  (-) = Decrease Size  (✓) = Sufficient Size  (☐) = Remove from Library
EXISTING PROGRAM ELEMENTS

LEVEL 01
EXISTING STACKS

LEVEL 02
EXISTING STACKS

GENERAL COLLECTIONS L-P
EXISTING
3,640 SF

GENERAL COLLECTIONS A-K
EXISTING
9,437 SF

GENERAL COLLECTIONS A-K
EXISTING
1,863 SF

GENERAL COLLECTIONS A-K
EXISTING
3,569 SF

JUVENILE COLLECTION
EXISTING
702 SF

BOUND PERIODICALS
EXISTING
5,896 SF

REFERENCE
EXISTING
342 SF

GOVERNMENT DOCUMENTS
EXISTING
9,437 SF

GENERAL COLLECTIONS Q-Z
EXISTING
4,456 SF

GENERAL COLLECTIONS A-K
EXISTING
3,640 SF

EXISTING STACKS
LEVEL 01

EXISTING STACKS
LEVEL 02
## Strategies for Densifying Collections

<table>
<thead>
<tr>
<th>Total Collections</th>
<th>51,009 SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection Type</td>
<td>Space Gained</td>
</tr>
<tr>
<td>General</td>
<td>8,046 SF</td>
</tr>
<tr>
<td>Periodicals</td>
<td>5,623 SF</td>
</tr>
<tr>
<td>Government Docs</td>
<td>4,158 SF</td>
</tr>
<tr>
<td>Juvenile</td>
<td>278 SF</td>
</tr>
<tr>
<td>Reference</td>
<td>80 SF</td>
</tr>
<tr>
<td><strong>Total Space Gained</strong></td>
<td><strong>18,185 SF (36%)</strong></td>
</tr>
</tbody>
</table>

### Collection Type

- **General**: 8,046 SF
- **Periodicals**: 5,623 SF
- **Government Docs**: 4,158 SF
- **Juvenile**: 278 SF
- **Reference**: 80 SF

---

![Diagram showing space gain in collections categories](image-url)
EXISTING
66% (+3,917 SF)
HIGH DENSITY
1,979 SF

REFERENCES
EXISTING
26% (+80 SF)
36” SPACING
262 SF

LEVEL 02
36” STACKS SPACING WITH HIGH DENSITY STORAGE

LEVEL 01
36” STACKS SPACING WITH HIGH DENSITY STORAGE

LEVEL 02
36” STACKS SPACING WITH HIGH DENSITY STORAGE

LEVEL 01
36” STACKS SPACING WITH HIGH DENSITY STORAGE

EXISTING
5,896 SF

REFERENCE
EXISTING
26% (+80 SF)
36” SPACING
262 SF

GOVERNMENT DOCUMENTS
EXISTING
67% (+2,380 SF)
HIGH DENSITY
1,189 SF

GENERAL COLLECTIONS L-P
EXISTING
7% (+232 SF)
36” SPACING
3,408 SF

GENERAL COLLECTIONS A-K
EXISTING
17% (+1,440 SF)
36” SPACING
7,997 SF

GENERAL COLLECTIONS A-K
EXISTING
26% (+444 SF)
36” SPACING
1,419 SF

GENERAL COLLECTIONS A-K
EXISTING
1,863 SF
36” SPACING

GENERAL COLLECTIONS L-P
EXISTING
3,640 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
702 SF
36” SPACING

GENERAL COLLECTIONS L-P
EXISTING
9,437 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
1,863 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
3,569 SF
36” SPACING

GENERAL COLLECTIONS L-P
EXISTING
3,640 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
9,437 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
1,863 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
702 SF
36” SPACING

GENERAL COLLECTIONS A-K
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3,569 SF
36” SPACING

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36” SPACING

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EXISTING
1,863 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
702 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
3,569 SF
36” SPACING

GENERAL COLLECTIONS A-K
EXISTING
9,437 SF
36” SPACING
Building Systems

Randall Library was constructed in 1969 and expanded with an addition in 1986. With the exception of several targeted renovations that have occurred since the addition 32 years ago, many of the original building systems and envelope remain in use today. As a result, a comprehensive overhaul of many of these systems is required in order to modernize the facility’s aging infrastructure. Furthermore, goals to increase operational efficiencies include designing to a LEED certified minimum with stretch goals targeting LEED Silver.

A list of systems scheduled to be replaced or updated as a result of the renovation includes the following:

- Mechanical
- Electrical
- Plumbing
- Sprinkler
- Telecom
- Audio Visual
- Security
- Structural
- Building Envelope
Daylighting

Existing

The library receives the majority of its interior light from artificial lighting sources. A brick colonnade wrapping the first floor of the building prevents natural light from reaching much of the first floor interior of the library. A central atrium with skylight provides localized lighting but limited to the immediate area surrounding the main central stair. In addition, program along the library perimeter on both the first and second floors furthers to severely limit interior access to natural daylighting.

Scheme 1

Extends the central atrium space and roof skylight, creating an interior “spine” that allows a greater level of natural light to reach the first floor of the library. In addition, scheme 1 introduces full height exterior storefront glazing along the first floor, providing additional - yet still limited due to the exterior brick colonnade - natural lighting along the building’s perimeter spaces.

Scheme 2

Introduces several distributed atria with skylights at several locations throughout the library. Locations of the new openings correspond to program below and afford interior spaces to be less reliant on artificial lighting for illumination. Providing opportunities for spatial relief and introduction of volume spaces has potential to alleviate current issues with wayfinding.
Interviews & Findings

During July and August, interviews and workshops were conducted to gather more information about the relative importance of an array of different space typologies to the future of Randall Library achieving its mission and vision. The space typologies included in the interviews and workshops and a brief summary of the findings contained in the following graphs of the data collected include:

Student Study Spaces | User Spaces

Clear direction for future space development is articulated in the responses related to study spaces. Need was expressed for more private work that accommodates both individual and group study and enhanced access to integrated technology. In addition, there is recognition of the trend toward collaborative group work and a desire for spaces that provide for private meeting as well as spaces that support more social and open engagement.

Program and Services Spaces | Partners

The need for additional space was also evident in the desire for additional food service venues and vending that provide variety and greater hours of operation. The value of the Technical Services Center (TAC) and iPrint were also noted as critical to the future of supporting the Library User and additional space will be required to support these partners. The Honors College and Isaac Bear will be relocating out of Randall Library.

Teaching and Learning Spaces | User Spaces

While distance learning and computer lab space results suggest mixed feelings about the relative importance of these program elements to the future success of Randall Library there was clear direction on the type of learning space for lecture and instruction. Strong preference was expressed for migrating from large, formal lecture settings to more flexible forums for large gatherings to accommodate a broader range of events. A desire was also expressed in accommodating more active learning classrooms that allow for student teaming for group work rather than more traditional classroom settings. Distance Learning may become integrated into a technology enabled, flexible, active classroom. CTE would also have access to these instructional spaces to explore new and emerging pedagogies.

Community Engagement Spaces | User Spaces

The accommodation of large events in settings other than a formal auditorium configuration was a clear preference. The other key finding is the desire to celebrate the unique regional collections housed in Randall Library. The use of technology rich gallery space could be strategy that allows for sharing of the collection as well as celebrating the current work of faculty and students.

Faculty and Graduate Spaces | User Spaces

The findings from the engagement around the spaces for faculty and graduate students will require additional discussion given that the ability of the team to engage these stakeholders was limited by the timing of data collection over the summer months. From the stakeholders that were able to engage, the space for graduate commons and faculty offices were viewed as less important within Randall Library.

Technology and Research Spaces | User Spaces

The importance of access to technology and specifically a desire to support digital creating and making was a key finding. While space for gaming was viewed as far less importance, discussion did indicate that simulation was an important part of providing access to technology that historically has been limited to gaming.

Collections Spaces

As noted earlier in the evaluation of the existing space within Randall Library, the emphasis on future space is to densify the collections to free up floor area. Additional space for the General Collections will be gained by a portion of the 42” wide aisles reorganized to 36” aisles. This move to higher density storage was noted as a strategy that still provides access on site to the majority of the collection while providing for access to special collections and archives. Similar strategies for Special Collections and Archives to utilize high density storage will be evaluated.

Faculty / Staff Spaces and Other

Direction relative to office environments to support faculty and staff were diverse and further discussion suggests that the answer to future direction will grow from more detailed engagement with each administrative group and understanding of the required process flow today and in the future.
Student Study Spaces

- Group study rooms
- Flexible collaboration spaces
- Deep quiet study space
- Individual study space
- Reading room / lounge space
- Secure 24/7 study space
Program / Service Spaces

- Technology Assistance Center
- iPrint Business Services
- Center for Teaching Excellence
- University Learning Center
- University Archives
- Food/Coffee Service
Teaching + Learning Spaces

- Library classrooms, including active learning, computer lab and distance learning enabled spaces
- Special Collections reading room
- Pop-up student services space
- Research consultation space
- Library customer service space
Community Engagement Spaces

- Flexible technology-rich exhibit gallery spaces
- Flexible event spaces
- Auditorium type spaces
- Expanded regional collections space
Faculty + Graduate Student Spaces

- Collaborative work / study space
- Individual work / study space
- Access limited to specific user groups

▲ Dot Voting Results for Faculty + Graduate Student Spaces
Technology + Research spaces

- Learner-centered technology creation/ideation spaces
- Makerspace
- Digital Media Lab
- Practice Presentation spaces
- Computer lab space
- Space to display research and scholarly output
Collection Spaces

- On-site collections remain
- High-density shelving
- Maintain size of general collection as university grows
- Expand Special Collections and University Archives Space
- Appropriate climate control
Library Faculty + Staff Space

- Expand space to accommodate growing organization
- Co-locate working space for library teams

▲ Dot Voting Results for Faculty / Staff Spaces
Library Resources

Indicates the current and future states of space attributes as it pertains to Library resource offerings.
Students Participating in Dot-Voting Exercises
Role of the Librarian

Indicate the current and future states of staff and faculty roles as it pertains to Library services.
Students, Faculty & Administration Reviewing Dot-Voting Results
Services

Indicate the current and future state of services as it pertains to user engagement.
III PROGRAMMING PROCESS | Interviews & Findings

▲ Students, Faculty & Administration Reviewing Dot-Voting Results
Measuring Success

Indicate the current and future state of success metrics as it pertains to key performance indicators.
III PROGRAMMING PROCESS | Interviews & Findings

▲ Students Participating in Dot-Voting Exercises
User Experience

Indicate the current and future state of space attributes as it pertains to the ideal user experience.
▲ Students, Faculty & Administration Reviewing Dot-Voting Results
What We Learned, Recommendations, and Strategies

Transform + Modernize

“Tradition meets Modernity” is just one of the many “Headlines” that resulted from a challenge to each of the stakeholder groups interviewed to image the response on opening day to the unveiling of “a new era for Randall Library”. Engaging in the programming and planning for a significant expansion and renovation to Randall Library is an opportunity each stakeholder group recognized as a significant moment in the life of the UNCW community. As famously suggested by architect Daniel Burnham, groups set about to “make big plans; aim high in hope and work, remembering that a noble, logical diagram (plan) once recorded will never die, but long after we are gone be a living thing, asserting itself with ever-growing insistency.”

Provide a New User Experience

Creating a new user experience is at the core of planning for the revitalization of the Randall Library as an appropriate resource for a 21st century campus. Guidance was found in the Vision statement of creating a place that is “inspiring, nurturing, and satisfying intellectual and cultural curiosity”. As noted in one “headline”, the user should feel they now have a “home away from home away from home”.


Learner-Centered

The core of the Randall Library Mission is providing “Learner-Centered” services by cultivating a rich physical and virtual environment. At the core of this approach is recognition of diversity of learning styles and the need for creating diverse settings, individual and group spaces, spaces allowing students to learn at their own pace and explore their own interest and supporting use of personal technology to both produce and consume as a few examples of the diversity of a learner centered ecosystem.

Evolving Role of Collections

Recognizing the evolving role of collections, with clear differences in the growth patterns of digital and physical elements of the collection, is not viewed as a zero-sum proposition. Balancing the accommodation of these and other elements of the collection by working within the limits of available resources to seek the greatest value possible in advancing the Mission and Vision of the Randall Library in “supporting the Academy”. Higher density storage strategies and prioritizing access to collections without reliance on off-site storage will be explored as potential solutions.
Learning on Display

“Learning Spaces that both facilitate and showcase applied learning” is one of the seven key action areas of the Strategic Plan. The idea of a “showcase” for learning was a common theme emerging from stakeholders. Making visible the learning and inquiry taking place within Randall Library will serve to celebrate the intellectual growth that is continuously occurring now but often behind closed doors.

Fostering Collaboration

Randall Library’s Strategic Plan recognizes a role in “Supporting the Academy” by providing a place where “disciplines intersect, and minds meet.” Providing spaces for supporting collaboration is viewed as providing a catalyst for both discourse and discovery.
A Unique Community Resource

As the only academic library in the southeast region of North Carolina, Randall Library provides a unique community resource not only in terms of access to the collection but also in serving as a repository and place for sharing the cultural history of the region. Special and regional collections distinguish Randall from other libraries and play a central role in telling the story of the “state’s coastal university” in the history of North Carolina, the region, and the nation.

Campus Context

The recently completed Campus Master Plan provides a framework in the form of “Guiding Principles” for the reimagining of the Randall Library. The placement of the addition may vary from the placeholder for the addition included in the document while still reinforcing the plan’s desire to build in a manner that respects the scale, massing and character of the Library campus precinct and is responsive to the larger network of current and planned pedestrian paths and vehicular circulation and parking.
Technology Enabled

The pace of technological change often creates challenges for student’s gaining access to the latest hardware and software applications specific to their chosen academic discipline. Providing students and faculty with access to technology not readily available is an important factor in “providing the right resources at the right time” and developing “information literacy and critical thinking” skills in service to the UNCW community as identified in the strategic plan.

A Diversity of Student Spaces

As noted in the data gathered from interviews and work sessions summarized in the charts included within this report, the creation of an “Ecosystem for Learning” is a major factor in shaping the program for the redevelopment of Randall Library to serve the needs of the 21st century student. The goal of a “both, and approach” of providing for quiet and active spaces, places for individual focused inquiry as well as collaborative engagement. The future state was described as “a beehive of activity that draws people together and also provides for the intellectual sanctuary for focused thought.”
Town Square

An important strategic plan objective is the fostering of “Connections and Contributions” and providing the campus community the “right resources at the right time”. The analogy of the traditional town square was used to describe an open, public space at the heart of the UNCW community that provides a place that empowers and inspires engagement and contribution to the intellectual life of the campus.

Connections with Outdoors

One attribute consistently identified with the potential to dramatically transform Randall Library is the connection between the building’s interior and the exterior environment. This desired transformation by many library stakeholders is consistent with Campus Master Plan’s principles of enhancing outdoor learning environments and enhancing coastal university qualities. Incorporating natural lighting, viewsheds into the natural environment of the campus and the opportunity to access garden or terrace landscapes while in Randall respond to the current conditions of limited connection to the outdoors.
Program Adjacency Diagrams

▲ Program Adjacency Mapping Exercise, Group 1

▲ Program Adjacency Mapping Exercise, Group 2

▲ Program Adjacency Mapping Exercise, Group 3

▲ Program Adjacency Mapping Exercise, Group 4
III PROGRAMMING PROCESS | What We Learned, Recommendations, and Strategies
Program Adjacency Diagrams

LEVEL 3
ROOF TERRACE (6/10)

LEVEL 2
COLLECTIONS
- Periodicals (7/10)
- Juvenile (9/10)
- Maps/Microfiche
- Reference (6/10)
- Special Collections + Archives
- General Collection
- Government Documents

PARTNERS
- Center for Teaching Excellence (CTE)
- Vending

STAFF + FACULTY
- Service Center
- Admin (9/10)
- Research + Instructional Services (RIS) (5/10)

LEVEL 1
COLLECTIONS
- Movies (9/10)
- Recreational (8/10)

STAFF + FACULTY
- Library User Experience (LUX)
- Technical Services (9/10)
- IT (8/10)

PARTNERS
- Food + Vending
- iPrint
- Technology Assistance Center (TAC)
- Classrooms + Flex Academic (7/10)

USER
- Faculty Commons (9/10)
- Grad Commons (8/10)
- Open / Quiet Study
- Exhibit Art (5/10)
- Exhibit Physical (6/10)
- Study / Meeting - S/M/L

USER
- Open Active
- Tech / Maker Space
- Computer Classrooms (9/10)
- Learning Commons
- Event (8/10)
- Exhibit Art (5/10)
- Exhibit Digital (9/10)
- Guest Computing
- Lounge Seating (8/10)
- Circulation / Help Desk
- Study / Meeting - S/M/L

▲ Adjacency Mapping Results
Numbers in parentheses indicate number of program maps that placed program on corresponding level
III PROGRAMMING PROCESS | What We Learned, Recommendations, and Strategies
Big Ideas

As stakeholder groups began to articulate the vision and guiding principles for re-envisioning Randall Library, the use of analogies often served to assist in visualizing and connecting abstract conceptual ideas to place. Central to many conversations around vision was the desire for the library to have a distinct character borne of connection to the region and/or the unique role of the library in the life of the UNCW community. “Telling our story” is a theme that was expressed in diverse ways from the “Community Nexus for information and inspiration” to ideas of being imbedded in nature, “surrounded by the natural environment” unique to coastal Carolina.

Port

Wilmington and the surrounding region are borne of the nexus between the Cape Fear River and the Atlantic Ocean. The intersection led to the connection not only between the coast and communities inland but between the region and the world as the Port of Wilmington became an international gateway, a source exchange, a place of retreat and sanctuary for those traveling by sea and safe harbor for retreat during storms. The layering along the Port edge provides inspiration for organizing the transition from public exchange to more private spaces as you migrate away from the primary edge. Others found alternative connections to the idea of “Port” in the modern concepts of digital technology for connecting and information exchange.
River + Eddies

As the Cape Fear River flows from inland to the sea, a diverse set or ecosystem result from the river's current carving the landscape. The rate of flow changes as the channel alternates between narrowing and then opening, islands are formed and eddies form at a bend taking pause from the main flow of the river. Creation of diverse conditions, linked by a common thread, provides inspiration for conceiving of patterns for development of circulation patterns within the library that provide for diversity but clearly connected to a larger, legible pattern of movement.

River to Sea

Like the city of Wilmington, the campus of the University of North Carolina Wilmington occupies the unique sliver of land between the Cape Fear and Atlantic Ocean. The importance of the connection between the two, commerce at one edge and recreation along the opposing edge, framed the pattern of development and connections that are still evident centuries later.
Boulevard and Neighborhoods

Market street in the core of downtown Wilmington provides a model for the organization of public spaces along the primary path of vehicular and pedestrian travel. Public commons line the spine of the boulevard and provide for natural buffering of the built environment with large live oaks framing the path. Both residential and commercial structures place the public space adjacent to the spine with more private spaces layered behind or above the street interface.

Garden

Giovanni de Verrazano wrote to King Francis of France in 1524 referring to the region as “As pleasant and delectable to behold as is possible to imagine”. The natural coastal environment of the region has played a defining role in the forming of the region for centuries. Those enduring qualities are also distinguishing characteristic of the campus of UNC Wilmington that past and current generations identify being “surrounded by nature” at the core of their campus experience. The current Randall Library is insulated and isolated from the surrounding environment and building connections to the landscape provides an important opportunity for transformation of the user experience.
Agora

The Mission and Vision both speak to the important role that Randall Library plays in the life of the campus as a unique, central gathering place. Reinvigorating Randall as the center of “intellectual life and cultural curiosity” and a place for the “open exchange of ideas” may draw inspiration for the Greek Agora of Athens. While initially a marketplace for the exchange of goods, its impact was far beyond commercial exchange, facilitating the gathering of community for engagement with both neighbor and visitor, sharing of news and knowledge and language.

Light + Beacon

Few buildings on campus have the need for presence at night as well as during the day as the academic library. The idea of the Randall Library as a symbolic source of light as well as establishing a physical presence at night could draw inspiration for the region’s history of beacons. These beacons and the lens that served to focus and concentrate the light, were placed along the coast to facilitate navigation and mark a place of safe harbor and entry after dark.
Massing Strategies

Information gathered from existing campus context diagrams, program adjacency mapping exercises, and interviews were used to develop massing schemas and site circulation diagrams for a future library addition. Factors taken into consideration during the development of the models included:

- Information collected from the 2017 campus masterplan
  - Previously identified redevelopment opportunities
  - Height considerations
  - Transportation networks
- Visitor and student access points
- Surrounding campus and building adjacencies
- Opportunities for future site and landscaping elements
- 24hr access points
- The library’s role as a campus wayfinding tool
- Major pedestrian thoroughfares
- Service access routes
- Additional program requests
01 KEEP EXISTING MAIN ENTRY AT EAST END OF LIBRARY
02 PROVIDE DEDICATED BUILDING SERVICES AREA AT SOUTH END OF LIBRARY
03 EXTEND MAJOR PLAZA AT MAIN ENTRY NORTH TO RECEIVE PEDESTRIANS FROM CHANCELLOR’S WALK
04 SECOND MAIN ENTRY OFF NEW MAJOR PEDESTRIAN CORRIDOR / PARKING
05 NEW ADDITION AT NORTH END OFF NEW PEDESTRIAN CORRIDOR
06 REROUTE SERVICES DRIVE TO WAGONER
07 PRESERVE EXISTING CAROLINA PINE PRAIRIE
08 CITY BUS STOP WITH SERVICE LINE TO RANDALL LIBRARY

01 EXTEND CHANCELLOR’S WALK TO MAIN ENTRY
02 PROVIDE DEDICATED BUILDING SERVICES AREA AT SOUTH END OF LIBRARY
03 EXTEND MAJOR PLAZA AT MAIN ENTRY NORTH ALONG NEW PEDESTRIAN CORRIDOR
04 SECOND MAIN ENTRY OFF NEW MAJOR PEDESTRIAN CORRIDOR / PARKING
05 NEW ADDITION AT WEST END TO EXTEND TOWARD PINE PRAIRIE
06 REROUTE SERVICES DRIVE TO WAGONER
07 PRESERVE EXISTING CAROLINA PINE PRAIRIE
08 CITY BUS STOP WITH SERVICE LINE TO RANDALL LIBRARY
Massing 01

Two story addition to west side of library. Extension of massing at north end of addition creates new entrance off of major pedestrian corridor and visitor parking. Addition location aligns with 2017 master plan.
Massing 02

Two story addition at northeast corner of the library with portal allowing for uninterrupted pedestrian movement between academic and historic campuses. Interior connection to existing library at second floor. Establishes new entry off visitor parking lot.
Massing 03

Elevated two story addition to the northeast corner of the library with open pass through minimizes disturbance of existing site services. Overlaps existing library to create new third floor space with potential for roof terrace.
Massing 04

Two story addition to the northeast corner of the library. Elimination of a first floor pass through creates uninterrupted connection between new addition and existing library. Introduction of new entry off visitor parking and entry plaza at northwest corner of library.
Massing 05

Two story addition at north side with uninterrupted connection to existing library. New exterior plaza to east of addition connecting active plaza at existing main entry to new entry point off visitor parking.
Massing 06

Two story addition off southeast side of library with new plaza at existing main entrance. Helps to further define boundaries of Fisher Memorial Gardens and cuts off pedestrian movement along loading / services area at south side of library.
Massing 07

Addition of third floor above existing roof. Minimizes impacts to surrounding site services as well as existing exterior. Added height provides greater visibility within campus, building off concepts of library as lighthouse or beacon.
Massing 08

Two story addition off northwest corner in addition to providing several interior courtyards for natural daylighting of interior spaces. New entrance off visitor parking connects to centralized service point within library.
**Massing 09**

Elevated two story addition at northeast corner of library minimizes impact to existing site services. Allows for pedestrian connections between historic and academic campuses. Creates new entry point off visitor parking and addition of third floor provides opportunity for roof terrace.
RANDALL LIBRARY

2 STORIES
40,800 SF

FACULTY + STAFF PARKING
30 SPACES

STUDENT COMMUTER PARKING
199 SPACES

FACULTY + STAFF PARKING
166 SPACES

FACULTY + STAFF PARKING
155 SPACES

FACULTY + STAFF PARKING
65 SPACES

FACULTY + STAFF PARKING
53 SPACES

FROM COMMUTER LOTS
FROM SHUTTLE / BUS
FROM CHANCELLOR'S WALK
FROM CROSS CITY TRAIL
Massing 10

Elevated two story addition at northwest side of library allows for existing site services to remain undisturbed. New entry off visitor parking and interior courtyard provide additional daylighting to library interior. New exterior plaza off entry connects to active plaza off existing main entry.
Adjacency Strategies

From site massing strategies, departmental adjacencies and user feedback, internal programming strategies illustrate the potential for future organizational and programmatic layouts within the massing schemes.
Adjacency Option A
Adjacency Option B
Adjacency Option C
Adjacency Option D
Adjacency Option E

- Courtyard
- Service Zone
- Service Route
- User Space (collections)
- Collections
- Indoor Seating
- Quiet Study
- Learning Commons
- Active Study
- Event / Auditorium / Instructional
- Food Services / Vending
- TAC / Print
- Building Support
- 24 Hour Access
- Existing Expansion Joint
- Main Entry Point
- Staff + Faculty
- Partners
- Outdoor
- Building Support
Adjacency Option F
Adjacency Option H
Adjacency Option J
Adjacency Option K
Adjacency Option L
Adjacency Option M
Future User Experience

The Randall Library is an integral part of the UNC Wilmington campus community. Furthermore, it is also a vital resource to the surrounding coastal region. Given its iconic presence within the community and campus, providing a modern updated facility that reflects its importance and can cater to the changing needs of student, faculty and community alike is of critical importance.
▲ Event & Prefunction Gathering Space
▲ Group & Individual Study Rooms
Overview

General Requirements

- Temporary space for offices and material storage. This project will be phased, certain sections of the existing program will need to be relocated to off site location(s) for the duration of the construction.
- Off-site parking will be required for the constructions employees. Included is the purchase of a bus and labor hours for a driver to transport employees to and from the site.
- Temporary signage and fencing for the project.
- Labor is included for moving items out of the next scheduled phased area into the area which was just completed.
- A temporary entrance is included for when the existing area is under construction.
- Temporary pedestrian corridors are included for access through under construction areas if required.

Site

- Existing utility improvements and relocations are assumed to be required.
- Security and entrance upgrades are included.
- Hardscape, Landscape, Irrigation, Security and Lightning are included for an outdoor seating area.

Addition

- Concrete foundations and aggregate piers.
- Structural Steel frame with composite metal decking
- Slab on grade concrete floor
- Exterior skin with 25% metal panel, 40% masonry and 35% glass / curtainwall.
- Interior walls with 25% glass, 50% gypsum assemblies and 25% masonry
- Carpet tile throughout
- Acoustic ceilings in 75% and gypsum ceilings in 25%.
- Two each 2 Stop Passenger Elevator - Hydraulic, 3,500 Lb

Structural

- Allowed for structural modifications to the existing building frame
- New spray fireproofing on the existing framing

Envelope

- Tuckpoint and clean existing brick veneer
- Replacement of all existing windows
- Installing an interior applied air/vapor barrier, spray foam insulation and new gypsum board at all exterior walls
- Replacing all existing exterior doors
- Replacing the roof complete
- Replacing the existing skylight

Interiors

- Temporary partition to separate phases during construction
- Demolition of all existing finishes and systems (restrooms to remain)
- Interior walls with 25% glass, 55% gypsum assemblies and 20% masonry
- Carpet tile throughout
- Acoustic ceilings in 85% and gypsum ceilings in 15%.
- High density shelving
- Furniture

Conveyance

- Six each 2 Stop Passenger Elevator - Hydraulic, 3,500 Lb
- Two each 2 Stop Freight Elevator – Hydraulic, 5,000 Lb
<table>
<thead>
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<th>ID</th>
<th>Task Name</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
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<tr>
<td>0</td>
<td>Construction Schedule - UNCW - Randall Library - DRAFT-V1 (3 Years)</td>
<td>803 days Mon 5/4/20</td>
<td>Wed 5/31/23</td>
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<tr>
<td>1</td>
<td>Phase 1 - New Addition (17 Months)</td>
<td>397 days Mon 5/4/20</td>
<td>Tue 11/9/21</td>
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<tr>
<td>2</td>
<td>NTP and Permitting</td>
<td>17 days Mon 5/4/20</td>
<td>Tue 5/26/20</td>
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<td>9</td>
<td>Mobilize on Site</td>
<td>15 days Wed 5/13/20</td>
<td>Tue 6/2/20</td>
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<td>14</td>
<td>Site Grading and Utilities</td>
<td>53 days Fri 5/29/20</td>
<td>Tue 8/11/20</td>
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<td>Foundations</td>
<td>65 days Wed 8/12/20</td>
<td>Tue 11/10/20</td>
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<td>27</td>
<td>Steel Erection</td>
<td>45 days Wed 11/11/20</td>
<td>Tue 1/12/21</td>
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<td>34</td>
<td>Form, Reinforce and Place Concrete - Floors and Roof</td>
<td>20 days Wed 1/13/21</td>
<td>Tue 2/9/21</td>
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<td>37</td>
<td>Carpentry Work</td>
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<td>Tue 3/16/21</td>
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<td>39</td>
<td>Masonry Work</td>
<td>95 days Wed 12/23/20</td>
<td>Tue 5/4/21</td>
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<td>Roofing</td>
<td>20 days Wed 4/28/21</td>
<td>Tue 5/25/21</td>
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<td>49</td>
<td>Window wall and store front closures</td>
<td>75 days Wed 4/28/21</td>
<td>Tue 8/10/21</td>
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<td>Building Finishes</td>
<td>40 days Wed 6/9/21</td>
<td>Tue 8/3/21</td>
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<td>57</td>
<td>Elevators</td>
<td>165 days Wed 1/20/21</td>
<td>Tue 9/7/21</td>
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<td>70 days Wed 5/5/21</td>
<td>Tue 8/10/21</td>
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<td>Electrical</td>
<td>85 days Wed 6/9/21</td>
<td>Tue 10/5/21</td>
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<td>73</td>
<td>Heating and Ventilating - AC</td>
<td>180 days Wed 1/20/21</td>
<td>Tue 9/28/21</td>
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<td>79</td>
<td>Final Clean-up and Occupancy</td>
<td>11 days Wed 10/6/21</td>
<td>Fri 10/22/21</td>
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<td>33 days Wed 9/8/21</td>
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<td>10 days Mon 10/25/21</td>
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<td>89</td>
<td>Obtain certificate of occupancy</td>
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<td>92</td>
<td>Relocate library staff to new addition</td>
<td>1 mon Wed 11/10/21</td>
<td>Tue 12/7/21</td>
<td></td>
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<tr>
<td>93</td>
<td>Temporary Separation Buildout and £90 days</td>
<td>110 days Wed 11/10/21</td>
<td>Tue 3/15/22</td>
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</tr>
<tr>
<td>99</td>
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<td>3 wks Wed 3/16/22</td>
<td>Tue 4/5/22</td>
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<td>100</td>
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<td>3 wks Wed 4/6/22</td>
<td>Tue 4/26/22</td>
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<tr>
<td>101</td>
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<td>Tue 6/21/22</td>
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<tr>
<td>105</td>
<td>Interior Construction</td>
<td>75 days Wed 4/6/22</td>
<td>Tue 7/19/22</td>
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<tr>
<td>112</td>
<td>Interior Finishes</td>
<td>1 mon Wed 7/20/22</td>
<td>Tue 8/16/22</td>
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<tr>
<td>113</td>
<td>Final Clean-up and Occupancy</td>
<td>11 days Wed 8/17/22</td>
<td>Wed 8/31/22</td>
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<tr>
<td>116</td>
<td>Complete Final Inspections</td>
<td>23 days Wed 7/20/22</td>
<td>Fri 8/19/22</td>
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<tr>
<td>121</td>
<td>Punchlist</td>
<td>10 days Mon 8/22/22</td>
<td>Fri 9/2/22</td>
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### UNCW RANDALL LIBRARY RENOVATION - 3-PHASE CONSTRUCTION SCHEDULE

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<tr>
<th>ID</th>
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<th>Duration</th>
<th>Start</th>
<th>Finish</th>
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<tr>
<td>123</td>
<td>obtain certificate of occupancy</td>
<td>2 days</td>
<td>Mon 9/5/22</td>
<td>Tue 9/6/22</td>
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<tr>
<td>125</td>
<td>Phase 3 - Renovation (9 Months)</td>
<td>191 days</td>
<td>Wed 9/7/22</td>
<td>Wed 5/31/23</td>
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<td>126</td>
<td>Relocate library staff to new addition &amp; Completed Phase 2</td>
<td>1 mon</td>
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<td>Tue 10/4/22</td>
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<td>Temporary Separation Buildout and DSO</td>
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<td>Tue 12/22</td>
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<tr>
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<td>Wed 12/14/22</td>
<td>Tue 1/3/23</td>
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<tr>
<td>131</td>
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<td>Wed 1/4/23</td>
<td>Tue 1/24/23</td>
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<tr>
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<td>Tue 3/21/23</td>
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<tr>
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<td>143</td>
<td>Exterior Renovation</td>
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<td>Wed 5/31/23</td>
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<tr>
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<td>Fri 5/5/23</td>
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<tr>
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<td>Fri 5/19/23</td>
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<tr>
<td>154</td>
<td>Obtain certificate of occupancy</td>
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</table>
VI NEXT STEPS

NEXT STEPS

- Program Verification and Refinement
- Prioritize Programmatic Elements
- Budget Confirmation
- Align Program to Allocated Budget
- Envelope Commissioning Assessment
- Construction Phasing & Implementation
- User Experience Refinement
  - Organizational Models
  - Service Model
  - Collections Analysis & Assessment