



OSWEGO
STATE UNIVERSITY OF NEW YORK

TR SIMMONDS

Preliminary Study:

LANIGAN/PENFIELD INTEGRATION

(Including the Overall Renovation of Lanigan Hall)

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DRAFT SUBMISSION

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Preliminary Study of Lanigan/Penfield Integration (Including the Overall Renovation of Lanigan Hall) July 9, 2012

Executive Summary

CJS Architects (CJS) and Gene Spencer Consulting (GSC) have been retained by SUNY Oswego to perform a preliminary study of the possible integration of Lanigan Hall and Penfield Library. Our results are contained in this report.

Changes to various portions of the campus over the last several years have been both impressive and transformational. Additional areas of the campus are now being targeted for similar change, and this study considers possible modifications to the two critical buildings at the very heart of the academic enterprise.

The College is methodically working to rebuild critical parts of its building infrastructure, in order to renew aging facilities and to correct ongoing maintenance issues. The approach of interconnecting new and existing facilities within the Campus Center has been extremely successful, and opportunities to similarly connect other building/renovation projects from this framework have tremendous potential (and wide community appeal, considering the potential for harsh weather conditions at the edge of Lake Ontario).

The recent Program and Concept Study for Penfield Library at SUNY Oswego (performed by Sasaki Associates of Watertown, MA) leveraged this notion within two of its three design concepts; each would extend connections (in different ways) from the Library to Lanigan Hall. These two concepts drew particular attention to the need to consider possible renovations of Lanigan Hall within the Penfield planning conversation, and to understand how Library functions and services might be combined with others across a larger Penfield/Lanigan complex. This preliminary study was designed to advance both of those agendas.

To develop a framework around which the campus might consider the pros and cons of various Penfield proposals (including the three concepts advanced by Sasaki and additional ideas provided within this study), this report first considers the changing nature of academic libraries and their various services and collections. The report describes how multiple providers of academic support services could be configured in close proximity within a larger complex (in order to provide a more seamless service environment for students and faculty). Such a complex (referred to in this report as an “Athenaeum” or “gathering place for the learned”) is described along with an outline of the key principles and elements required of such a support environment.

Our study centers its attention on the creation of an atrium between the two buildings as the only viable way to provide seamless services within a greater complex, because an interconnecting atrium would provide the best opportunity to eliminate natural “seams” between the buildings.

The scope of this preliminary study also includes initial consideration of a more comprehensive renovation of Lanigan Hall (all levels). Because a complete renovation of the Penfield Library was not within our scope, we only considered specific options for the ground floor level of the Library, without undertaking a comprehensive review of the other levels in Penfield. As the Athenaeum concept is advanced, the other levels of Penfield will need to be fully considered in light of evolving plans for the ground floor level.

This study also considered several important issues for a combined complex:

1. Access, flow, and circulation to and within the entire complex;
2. Security of library materials;
3. Managing noise levels to provide for quiet, silent, and vibrant use of spaces within Penfield, as well as managing noise from Lanigan and the atrium; and
4. Phasing of a series of smaller, discrete projects that could combine into a comprehensive renovation.

This preliminary study simply suggests an initial plan for Lanigan/Penfield integration; those concepts and drawings are not intended to be a final plan for the renovation of the two buildings or the development of an atrium that could integrate them into a greater complex. Instead, the purpose of these preliminary ideas is simply to provide a vehicle with which to discuss the issues involved and to provide a fuller concept around which campus discussions can evolve (and from which design decisions would eventually flow).

Finally, this preliminary study is meant to show what is possible. It concludes that the various programs and services that SUNY Oswego might want to combine into a seamless academic service environment could fit well together inside this complex and that such an accumulation of partners would actually improve and advance their individual agendas, as well as the combined agenda (rather than representing a series of unfortunate compromises). The preliminary plan described here is far from a compromise at all, but an indication of the type of improvements that could have a far greater appeal and benefit.

Study Scope and Methodology

The scope of this Preliminary Study of possible Lanigan/Penfield Integration is defined to:

1. Consider a more cohesive set of services and functions across the ground floor level of both Penfield Library and Lanigan Hall; and
2. Consider the larger renovation of Lanigan Hall in its entirety.

The study is intended to dovetail with the existing Program and Concept Study of Penfield Library (by Sasaki Associates) and to help the College consider options presented within that plan. The general concepts and options presented by Sasaki were used as general input to this study.

Please note that the Preliminary Study of Lanigan/Penfield Integration considers only the primary service level of Penfield's ground level floor; it does not fully consider the floors above or below (except for suggesting options that affect the utilization of space on the ground floor level or within Lanigan). This study also considers general issues of circulation and flow between buildings, as well as the security of Library materials.

Finally, we understand that the overall renovation of both Penfield Library and Lanigan Hall will need to occur in a phased approach over multiple years, as funding for such significant projects will not likely be available in one construction cycle. More importantly, however, it would be nearly impossible to move the services out of either of these critical buildings (or both) to other temporary locations in order to maintain necessary functions during a longer construction period. Each project will necessarily occur in phases and the choice of design options needs to be guided by that overarching consideration.

The scope of work expected of CJS and GSC was defined as the following:

1. Explore the ground floor level of Lanigan to understand current topography, opportunities and limitations;
2. Explore programs and/or services that would complement the expected outcomes of the current Penfield Library study;
3. Help to justify the atrium/connector as an important component of the Lanigan and Penfield projects;
4. Help consider the changing role of library collections and their relationship to both projects;
5. Provide forward-thinking ideas (sample floor plans) on how the combined projects can surpass needs and expectations; and
6. Provide forward-thinking advanced technology ideas (and floor plans) on how a flexible technology-rich teaching environment could look like for SUNY Oswego

The final goal (flexible, technology-rich teaching environment) within the overall project scope will be more fully explored within a second report with that singular focus.

The Changing Nature of Academic Libraries

Library environments throughout higher education have been changing over the past decade as a result of significant changes in their discipline and in the environment of scholarly communication and publishing. In particular, the advances of the digital age have required libraries to step back and reconsider their role, as their traditional functions of storing and providing access to physical materials (most of which they have owned locally), has dwindled, while other activities surrounding the digital access to material (mostly held elsewhere) and the processing of interlibrary loan resources (borrowed from afar) have skyrocketed. Forward-looking libraries have managed this transition. However, institutions hanging onto traditional approaches have seen the use and relevance of their libraries dwindle.

For example, the Reference Room within the Penfield Library still serves as an effective quiet study location on the ground floor level, but its original “reference function” has been drastically reduced (as has the relevance of the reference collection that once filled the room). Many institutions have gone as far as abandoning their traditional Reference Desk (research support), merging its activities with the Circulation Desk, the IT Help Desk, some other all-encompassing service point in the Library, or eliminating it altogether in favor of consultation model that requires students to make an appointment with a Librarian in her or his office.

The Library community at SUNY Oswego understands the risk of not moving forward with a contemporary agenda in ways that are meaningful to the students and faculty they support. Their world is being transformed by advances in digital information, interlibrary loans, changing student habits, pervasive mobile technologies, and an ever increasing level of change in the areas of publications and scholarly communication.

If any library continues to focus its efforts on simply being a repository for physical materials, it will gradually succumb to the role of a warehouse for materials that people increasingly ignore. If the library continues to offer the same set of services in historic ways, students and faculty will find other (more convenient) ways to find the information that *seems to* meet their needs. If a library focuses solely on providing good study spaces, students will study there without taking advantage of the library faculty’s ability to help hone their questions, modify their research approach, and find the best possible information available for a particular use.

Several elements of assumptions, approach, understanding of community needs, and keen focus on student and faculty success must come together to create today’s successful library. They must be considered together in a principled way to provide an overall environment that is inviting, productive, and relevant to the evolving needs of the academic programs, scholars, and students.

The Role of Physical Library Collections

At a recent meeting of library directors, one member of the group stated “I am shocked at the speed at which our physical collection is becoming irrelevant.” Astonishingly, none of the 50 other members of the group said a word. There is a growing reality within the greater library community that digital resources are widely preferred by many of our constituents, because of issues of convenience and accessibility any time and any place. At the same time, the role of our vast

collections of physical volumes that we have been purchasing, processing, and storing for decades is declining and will continue to decline in the years and decades ahead.

We do not mean to imply that paper materials are meaningless in a contemporary library, but it will be critical for the library to consider difficult questions about parts of its collection that take up massive amounts of library space, while also trying to support a multitude of additional uses of the Library. There are tradeoffs to consider and make.

Each of these traditional collections has shifted dramatically over the past decade, and they will continue to evolve during the lifetime of the renovated Penfield Library. Plans for renovation need to anticipate these changes:

- **Reference Collection:** Once a critical tool for supporting academic research, the physical reference collections of most academic libraries have been shrinking for at least a decade because most of the materials held in this collection has become available in an easily accessible (and searchable) digital form. Most libraries have heavily weeded their reference collection several times (often less than 25% remains). Some libraries are intentionally shrinking this collection to ZERO (more will follow over the next decade). Many of those materials are still useful, but they can be moved into the general collection, so that they may be borrowed by occasional researchers who still require them.
- **Journals/Periodicals:** The vast majority of journals and periodicals that served as a key component of faculty and student research are now available online where they may be easily searched and conveniently accessed. In addition, the rapidly increasing cost of many of these resources has resulted in many libraries slashing the number of titles to which they subscribe. Historic runs of many critical periodicals are available in digital formats. Many libraries are simply disposing of their paper copies that are in little demand (and still available through interlibrary loan). Copies that libraries decide to keep are often moved to compact storage or off-site storage.
- **General Collection:** Throughout their existence, academic libraries have taken a long-view of the role of their general collection, making sure that it supported the curriculum as closely as possible, was strengthened with as many relevant new materials as budgets would allow, and held as many relevant historical items as shelf-space would support. Libraries purchased whatever materials they believed were important to the curriculum, often under an assumption of relevance at some time in the future. Some materials have never left the shelf; an excellent collection is one that is actively weeded to remove materials that no longer support current needs. Tightening budget and other constraints have changed these dynamics somewhat; many libraries have turned to “just in time” purchases of important materials as they are requested by faculty and students. At the same time, a much greater percentage of materials used by most researchers are being requested and delivered through interlibrary loan that is fast and efficient. Collection development plans and weeding plans are required to focus this collection to today’s needs and concerns.
- **Government Documents:** The Penfield Library serves as a Selective Depository Library for U.S. government documents and as a New York State Documents Research Library (with a collection of older NY State documents on microfiche). Most academic libraries are transforming these roles, because the vast majority of government documents are available digitally over the web and because the use of their historic Government Documents collections has been plummeting. Some libraries are making the decision to rescind their depository status, and are removing most of the materials that are no longer used from the

Library. Over the next decade, few libraries are likely to maintain much of this physical collection.

- **Media Collection:** Most libraries have collections of different kinds of media in various formats (CDs, DVDs, etc.) Some of these resources have significant relevancy in academic programs and some are used heavily by students in a more recreational way (depending on the types of materials in that collection). These collections are still relevant, and some heavily used sections might be housed in a prime location. However, all of these collections are subject to being transformed, as they all will become digital in the near future. Their placement in a new facility needs to consider the long view and not just current popularity.
- **Archives:** The role of archive collections varies among institutions, as does their approach for managing them. SUNY Oswego manages its archives and special collections within a collocated function in the lower level (which is a common approach for smaller institutions). At most institutions, extensive archives are managed by the library (and others) to keep appropriate institutional records. They may or may not support active research within those archives, but maintaining the history is critical. Many institutions are digitizing their archives and moving the physical artifacts to remote or cold storage. SUNY Oswego's collection of archives is modest but important, and its space needs and location should be the subject of special consideration.
- **Special Collections:** Many institutions have extensive collections of rare books and other artifacts, items of regional importance, and specialized collections of particular subjects that were accumulated by a major friend or donor and ultimately gifted to the library. As shifts occur in the relevance of other physical collections, most institutions expect their special collections of physical objects to grow in size, prominence, and use (perhaps justifying a move of the overall collection to a very prominent place in the library). On the other hand, SUNY Oswego's current Special Collections are very modest, and an early conversation suggests that the facility should remain on the lower level of Penfield. This direction will need to be fully discussed and confirmed.

Considering the Sasaki Program and Concept Study for Penfield Library

The three different concepts presented within the recent study by Sasaki Associates provide options they designed to meet the needs of the SUNY Oswego community, as well as the needs of the Library programs and services. Each of the three concepts advances a very different approach to the updated Library; each suggested several advantages and disadvantages that need to be considered and adjusted in developing a final design.

Concept 1 – “Create Learning Commons Connection between Lanigan and Penfield”

The first (and preferred) option of the Penfield study advanced the notion of a “Campus Information Hub” centered in a three-story atrium constructed between the Library and Lanigan Hall. The Hub would include a new Learning Commons or Information Commons that suggested a strong service connection between Library services and the Campus Technology Services (CTS) help desk available to students and faculty on the ground floor level of Lanigan Hall. This option generated significant energy, both within the Penfield Library staff and the staff and leadership of CTS.

Concept 1 included an interesting architectural feature between the two buildings, created a new focus toward Lake Ontario to the north, created synergies between Penfield and Lanigan functions and services, and provided an opportunity for easy traffic flow between the two buildings without requiring a walk outside. This option also added several hundred square feet of additional programmatic space to the Library, but it did not fully engage programming within Lanigan (because it was outside of their project’s scope).

Concept 2 – “Create a Commons Pavilion along a Campus Pedestrian Spine”

The second option would join the two buildings with a pedestrian spine connecting the southeast corner of Lanigan Hall to the southwest corner of Penfield Library. The spine would run inside both buildings, and would include an enclosed walkway that could extend from the Campus Center to the east and include Mahar Hall to the west. The entry to Penfield Library would be moved to the southeast corner of the building.

In addition, Concept 2 included the notion of a separate 24-hour Information Commons building that would emanate from the spine between Penfield and the Campus Center. Unfortunately, the proposed Information Commons would be quite distant from the spaces of the organizations that would likely manage the services there.

Concept 3 – “Maximize the Potential of Penfield”

The third option considered a significant renovation of the existing space within Penfield Library, but did not provide any additional space or interconnection between it and Lanigan Hall. It made dramatic changes to the floor design of the Library (to allow a new entry on the southeast corner of the building) and it removed sections of the second and third floor levels in all four corners to create new stair access paths and “reveal the internal energy of Penfield.”

Concept 3 also included an “Information Commons” within existing space on the ground floor level of Penfield, but did not include adequate space for service partners that might provide services within such a commons.

The purpose of this Preliminary Study of Lanigan/Penfield Integration by CJS Architects and Gene Spencer Consulting is to build on the work of the Sasaki Associates Program and Concept Study for Penfield Library, and to help the College evaluate its essential elements and to further consider how the renovations to Penfield Library might be combined with a possible renovation of Lanigan Hall. In thinking about these two buildings together, the College might be able to develop a larger and more comprehensive set of academic support services within a setting that could most effectively serve SUNY Oswego’s students and faculty, and possibly provide several avenues for enhanced community outreach services at the same time.

Critical Elements of the Program and Concept Study

The three different concepts that Sasaki Associates offered are not mutually exclusive; various elements of all three could be combined in some way to create the final plan (and additional ideas could be included as well). We also assume that the various floor plans offered in that study serve as “examples” of the kinds of arrangement that could be developed for facilities and services on each floor. In that spirit, we find some of the ideas within these plans to be particularly advantageous to the creation of a greater academic support environment within the two buildings (and to the development of a 21st Century library).

From our perspective, the elements of the various concepts that have particular merit are:

- **Possible Connections between Penfield and Lanigan:** Because of fluid ways that students use library services and technology services, connecting the two buildings would create an advantage in simplifying the interaction of those two key service partners. In addition, beginning the conversation about how these ground floor level spaces might work together has been transformational to a more comprehensive plan, as the two spaces currently seem very distant from one another (an issue of perception more than actual distance).
- **Offices Locations:** Currently, the vast majority of Library offices in Penfield are housed on the ground floor level; however, some members of the staff do not need to be located on that prime service floor. Starting the conversation about what staff must be housed on various floors is a very positive step toward maximizing the space on the main floor.
- **Integrating Related Service Partners:** The work of the Program and Concept Study for Penfield Library provided momentum toward integrating several service partners within a joined facility. Even though the proposals in the original study did not provide adequate space for many of those service partners and functions, the study gave energy to the conversations that might solve those problems.
- **Connecting Classrooms to the Library:** The professional librarians working in Penfield have a definite role of supporting the curriculum through direct interaction with classes for information literacy or by supporting faculty for research and curricular development. Having a direct connection between Penfield and the College’s primary classroom building could provide many advantages to their work with faculty.

- **Compact Shelving in the Lower Level:** As libraries transform their focus from owning and providing physical materials that are stored locally to a model where the vast majority of scholarly material is provided either through digital means or by way of interlibrary loan (since access is more important than ownership), thinking about what material needs to be openly accessible vs. stored in compact shelving (or even in satellite facilities miles away) creates an opportunity for a conversation that is critical to overall space uses and tradeoffs.
- **Group Studies:** The Library has significant demand for additional spaces that can be used by groups working together on class projects and by people who simply want to study together. All three concepts presented in the Program and Concept Study for Penfield Library provided relief for this growing and ongoing need.

Areas of Concern

Similarly, there are several elements of the three concepts provided in the Program and Concept Study for Penfield Library that could be detrimental to the Library and its service partners (either during the demolition and renovation process or on a long-term basis). From our perspective, CJS and GSC believe these concerns need to be seriously considered and mitigated before moving ahead with any plan:

- **Removal of the Central Library Stairwell:** All three of Sasaki's concepts involve the removal of the central Penfield stairwell that spans the three upper floors; those stairs are awkwardly aligned (facing away from the current front door), and the stairwell takes a significant portion of the middle of the floor plan. On the other hand, removing those stairs and creating additional means of spanning the floors will be costly, will disrupt the entire Library during demolition and construction, and will make a phased approach nearly impossible under all three plans.
- **Creating Multiple Entrances/Bridges to Library Spaces:** While some libraries have deemphasized the role of security for their collections, Penfield Library still considers tight control of the building entrances/exits to be an important part of maintaining its collection. Security gates are required at each exit (with a service desk nearby to stop and check for materials when an alarm goes off). While possible, creating multiple exits to the main Library space should be done thoughtfully, with the full consideration of the cost implications for library operations and security infrastructure.
- **Access to the Mailroom and Delivery Facilities:** While some parts of the Library staff could easily move to the second floor level, key functions that do not provide public-facing functions still require regular and ongoing access to the mailroom and delivery facilities at the north end of the ground floor level.
- **The Size and Location of the Café:** While members of the Library staff believe that the Lake Effect Café has been a significant benefit to Penfield programs, all three concepts provide less space for the Café rather than more. Concept 2 would eliminate the Library's Café altogether (presumably because of the new weather-proof access to dining facilities in the Campus Center that would be available through the pedestrian spine). The Lake Effect Café needs more space, not less.
- **Size and Location of Some Partners:** In several key areas, all three concepts provided space for key partners that was much too small (International Education and the Office of Learning Services, for example) or placed a function in an unfortunately remote location on an upper floor (the Center for Excellence in Learning and Teaching, for example). Choices

about sizes and locations of service partner spaces (to make sure a successful program can work well and be expanded modestly) will be instrumental to the success of the overall program.

- **Natural Light:** Some natural light comes into the center of Penfield Library through a modest skylight in the central stairwell; with the recommended removal of the central stairs, that light would be eliminated. Creating better avenues for natural light to flow into all three main floors from multiple sources could transform the Library atmosphere and should be included in any final plan.
- **Group Studies:** While we understand the need and desire to respond to increased student demand for group study spaces, some of the three concepts approached this need aggressively and did not seem to balance overall needs. There will be many demands on Library spaces that need to be considered together to most effectively utilize overall space, while still creating a design that is functional and looks attractive from the inside and out.
- **Offices for Faculty and Adjunct Faculty:** Attempts to create office space for faculty at other institutions often prove to be problematic; office spaces in the library designated for faculty, emeriti faculty, and adjunct faculty, as well as temporary space for faculty doing sabbatical research typically results in those spaces being underutilized and used for functions that are not intimately aligned with the most important activities of the library. Many libraries find these facilities are not in the best interest to their overall programs.

A Common Place for Academic Support Services - an Athenaeum

Many libraries have begun to transform their thinking about the ways the campus's academic support services are aligned and leveraged. Traditional library services do not exist in isolation, and they can be strengthened when combined with other compatible services, whether they are part of the library service portfolio or provided by other services partners. Most of these libraries started working with a single service partner (often a writing center or some faculty support function) and quickly came to realize much greater potential.

In many cases, the early creation of an "Information Commons" signaled a formal combination of student technology services and general library services for the very first time. Libraries were early adopters and are heavy users of technology; an information commons signaled that IT services were available in the library (whether provided by some of the library staff or by staff from the IT organization).

Other libraries have created a larger service environment (often called a "Learning Commons") in which a greater range of student needs could be met. In addition to general library and IT services, such a commons would typically include other academic support services such as the writing center, academic tutoring, student skill development (such as study skills and time management), disability services, quantitative analysis, visual literacies, multimedia services, and others that students could find useful in a common location. Some institutions named their versions of these facilities "Research Commons" or "Academic Commons."

Members of the SUNY Oswego community seem excited about the general concept of such a commons, and sound elements of this approach are clearly evident within the current Program and Concept Study for Penfield Library (in areas labeled as either Information Commons or Learning Commons).

Concerns have been expressed on campus about the names "Information Commons" and "Learning Commons," as they appeared in that study. First, the various "common terms" seem to have become quite dated (having been used for more than a decade at other institutions. More importantly, each seems to imply some limitations in what the overall facility might become at SUNY Oswego.

Within this Preliminary Study of Lanigan/Penfield Integration, we propose a "working title" for a common academic support service area at the intersection of Penfield Library and Lanigan Hall at the SUNY Oswego; the working title may or may not have future relevance, but it can serve as an early substitute for the eventual name that will be defined at a more appropriate time in the planning process.

"Athenaeum" is a historical term that has multiple related definitions such as: *institution for the promotion of learning, a building containing a reading room or library, or an ancient Greek definition of a building sacred to the goddess Athena, especially the Athenian temple that served as a gathering place for the learned.*

Thus, the term "Athenaeum" will be used within this study and report to describe common areas in which a variety of academic support services and resources for students and faculty could be collocated. Ultimately, we expect that the next level of study for Penfield Library and/or the

interconnection of Penfield and Lanigan will need to decide which services should be included, how they will interrelate, and what terms the community will use to describe them.

The current study serves to explore alternatives and help evaluate options at this early stage.

Potential Partners in the Athenaeum

A number of potential partners have been identified within the process to create the Program and Concept Study for Penfield Library. In the campus visit for this Preliminary Study of Lanigan/Penfield Integration, CJS and GSC were able to meet with most of them to discuss the possible advantages they might imagine in a common set of academic support services and to outline what their needs might be in an expanded complex designed to leverage their collaboration and interaction.

Although this preliminary study did not involve an exhaustive review of current needs and spaces for each of these potential partners, we were able to get a general sense of the needs of most partners and to briefly tour their existing spaces. Most importantly, we were able to determine that those with whom we met were enthusiastic about the possibility of joining a combined service area, as they understood the potential to build a synergy of support for students and faculty by collocating and aligning their programs. The list of potential partners may not yet be complete, but the following groups have high potential at this stage of the Lanigan/Penfield conversation:

- **Campus Technology Services:** CTS provides a wide variety of direct and indirect technology service to students, faculty, and staff, with some of their functions being related to internal infrastructure and administrative support, while others have a greater focus on direct student/faculty needs and the use of technology within the curriculum (e.g. classroom, faculty/student research, and instructional technology support). Those elements of CTS functions supporting students and faculty would be natural partners in an Athenaeum.
- **Office of Learning Services:** OLS provides learning support and tutoring services for students within various academic programs through its Writing Center, Mathematics and Natural Sciences Center, and Learning Center. Elements of the Writing Center have already been moved to Penfield Library and have been quite successful there (despite being in a physical location that is less than ideal). The work of various OLS programs is compatible with traditional Library services (the connection between writing and library research is naturally strong) and the role of technology in OLS programs is naturally increasing.
- **Office of International Education and Programs:** OIEP supports two critical populations at the College: foreign students who come to study at SUNY Oswego and current students of the College who wish to travel abroad for a semester or a year. These programs have interesting intersections with other partners being considered for the Athenaeum, although they may not have traditionally had a strong connection with specific Library programs. The staff of OIEP works extensively with member of OLS to provide the extra support services often required by foreign students coming to the College; that connection alone justifies their inclusion in the Athenaeum. On the other hand, a full range of Library resources could become ever more important to SUNY Oswego students considering studying abroad (or actually studying remotely), and work with CTS would also benefit those students as they plan their technology needs before departing.

- **Center for Excellence in Learning and Teaching:** CELT facilities are currently located in Penfield Library and have been successful there. Their programs and work are designed to increase the campus conversation about teaching and learning with an ultimate goal of enhancing both. The center finds considerable synergy with the academic support naturally occurring in the Library. Its location near the Café has been instrumental in engaging the interest of faculty passing by and the combination of the CELT and the Café have been instrumental in bringing more faculty back into the Library (as digital access to scholarly information has made it possible for faculty to work productively and conveniently from other locations).
- **Office of Research & Sponsored Programs:** ORSP provides extensive support for developing, coordinating and managing contracts and grants at the College. In this work, they have frequent interactions with faculty about research activities and would have a strong connection to the Library faculty, as well as members of CTS and the CELT staff and programs.

All of these potential partners seem appropriate for inclusion within an Athenaeum project and every effort should be made to find appropriate space for them there. This study and the following pages of this report consider possible appropriate locations for each.

Considering WRVO in Penfield

During our campus visit, we heard several concerns about the inclusion of WRVO in the development of a future Athenaeum (and even the appropriateness of housing their current facilities within Penfield Library). It appears that decisions were made several years ago to house the WRVO offices and Oswego production facilities there, and those decisions seemed to have been largely based on the perceived availability of space (of appropriate quality and location).

Indeed, the offices of WRVO are quite modern, attractive, and effective for their use. From the inside, those facilities represent some of the best currently within the Library; little would be required to upgrade them in the near-term.

That is not to say that the WRVO spaces are perfect (or even adequate) as they currently stand. The entry into WRVO (which are used by many visitors to campus) is awkward, using a poorly marked side entrance shared with the Library's 24-hour study room. In addition, the organization has the need for modest increases in space and needs to have its own internal restroom facility because it operates as an independent organization with its own schedule that differs from the Library.



Clearly, the WRVO offices have little connection to the programs and patrons of the Library, and if a decision were being made today to move them into the Library, many other appropriate locations can and should be considered. On the other hand, they are currently housed in the Library and significant infrastructure has been installed here, making a move to another location a costly enterprise.



Nonetheless, some of the plans presented within the recent Program and Concept Study for Penfield Library consider moving them to a different space in the building (which would still incur the substantial costs of a move). CJS and GSC believe that would be a mistake (with little benefit for the cost and disruption it would cause) to move them unless it were to a more appropriate building.

In creating an Athenaeum in an integrated Lanigan/Penfield complex, the dynamics of available space and needs change considerably. Additional partners will be invited into the complex, but significant new space will also be made available for the overall goals of the Library and others within the Athenaeum (by building the proposed atrium and integrating the ground floor level of Lanigan). The space taken up by WRVO

in this scenario is less significant (compared to the percentage of Penfield space they represent in the most restrictive scenario of the Program and Concept Study for Penfield Library - Concept 3).

Thus, this preliminary study makes an assumption and asks a question. For the purposes of this study and report, we believe that our analysis must consider WRVO's current location and that we must design changes required to advance the station's goals there, while also advancing the goals of the larger Athenaeum project around them. Secondly, we propose that the College fully considers this fundamental issue as it develops the Penfield/Lanigan renovation plans and other plans on campus by considering the following: *Is there a more appropriate place for WRVO to be housed, especially when considering the additional plans to relocate the School of Communications, Media and the Arts (to which WRVO might have the closest ties)?*

If a decision is made to move WRVO, the plans outlined in this preliminary study could easily be modified to find another purpose for that space in a prime location. If WRVO should stay within Penfield, this and the next phase of the planning process must consider plans to improve the current concerns that WRVO faces and make the best of their inclusion in the building. This report takes the latter approach.

Overarching Principles for the Athenaeum

Within the context of fully designing an Athenaeum project, the SUNY Oswego community will need to work through a structured process that will bring multiple organizations and service providers into a discussion about their overall service culture and intended approach, as well as the other elements of the cohesive environment that they would like to create. There are many questions to be asked and answered in that conversation (in order to integrate a common set of academic support services that would work well together within the Athenaeum).

We do not want to presume to define *the overarching vision* of the Athenaeum at SUNY Oswego; we know from our experience on other similar projects that the institution's fuller vision for such an environment must be negotiated by the community during the planning process. That vision will need to include an articulation of many "overarching principles" that will be most important to the campus community. CJS and GSC understand that the process to develop those principles is just as important as the final outcome. However, some assumption of key principles was necessary to consider the possibilities required for this preliminary study. We offer our assumed principles here:

- **Student-focused/Faculty-focused/Academic-focused:** Serving at the heart of the academic mission on campus, the Athenaeum will focus first and foremost on providing services and resources to meet the needs of the academic community. Ultimately, the goal of the Athenaeum should be to enhance student success, and that agenda is often advanced by also focusing on faculty success. The Athenaeum project also provides a clear opportunity to examine and refine the services of the participating organizations to confirm how each relates to academic needs.
- **A Single Location for Academic Assistance:** The various functions and services found within the Athenaeum should somehow relate to one another, and the staff and services should help students and faculty navigate the environment as seamlessly as possible. Staff within the Athenaeum could also be natural partners with the faculty for integrating new

resources and approaches into their teaching, working on research agendas, and helping to design learning experiences to enhance student success.

- **Reducing the Number of Physical Service Points:** Traditional Libraries usually employ multiple services points within their programs for reference (research assistance), circulation (borrowing), periodicals (scholarly journals), and other functions particular to their operation. Each of the service partners that might join the Athenaeum may also have one or more traditional service points. The goal of many such new designs is often to reduce to the greatest possible degree the number of service points that a student might need to visit (some even work to create a single, overarching service point).
- **Comfortable, Appealing and Flexible Spaces:** The Athenaeum should support a variety of uses and respond to rapidly changing needs and conditions. It should provide an attractive and inviting environment in both public and staff areas and provide flexible furniture and other resources that can be easily reconfigured by the community, as they want to use them. Furniture should be attractive, comfortable, adjustable (to accommodate multiple needs), portable, and flexible (in considerable variety). Architectural features could be designed to create interesting places for people to find “just the right spot” to work. Students and faculty will come because it provides an excellent environment in which to work, study, or engage with colleagues.
- **Quiet Spaces and Vibrant Spaces:** Twenty-first century libraries are being designed with a variety of study environments (and assumptions about noise levels) in mind, simply because today’s students have varying needs. The Library must (of course) accommodate those who need quiet, contemplative spaces. But it should also support groups of students working collaboratively on a project, or those who simply want to study together while engaging in occasional conversation. The Library must provide spaces that will be noisy and messy (in a word “vibrant”), as well as quiet or silent.
- **Variety of Study Locations/Formats:** Many traditional libraries have provided only a few varieties of seating styles (individual study carrels and tables for multiple students) believing that student study styles follow a few patterns. These environments worked, because students adapted to the opportunities available. Nonetheless, libraries that have created greater variety of seating (individual and group seating, enclosed or open venues, multiple styles of soft and/or rigid chairs, tables and individual study carrels, etc.) have found that different students have differing needs and preferences at different times during their study cycles. Such differences should be accommodated through a mix of locations and styles within the Athenaeum, and in various other locations within the surrounding complex.
- **Windows and Natural Light:** The Penfield Library has some areas with significant access to natural light and others that are within solid walls that limit its flow. Changes to the building should leverage the existing windows to make the best possible use of natural light (enhancing both public and private spaces in appropriate balance), and hopefully add to the possibility for more sunlight during harsh winter months.
- **Food and Beverage:** While academic libraries once banned food and drink from their facilities, many have since reconsidered and welcomed their use throughout. No longer exclusively concerned with keeping insects and rodents from their physical collections, primary consideration has leaned toward student comfort while studying for extended periods of time. The current Café has been a wonderful addition to the Library and its impact should be expanded.
- **Various Teaching/Learning Spaces:** The Library and other partners that will join the Athenaeum will have varying roles within the institution’s teaching/learning activities. The

Athenaeum itself can contribute to those efforts, especially at the creative edges. Additional learning spaces could be developed for use by students and faculty (and the service partners in the Athenaeum could have a stronger collaborative role in their development).

- **Respecting Historical Library Roles:** With the creation of a new Athenaeum, the Library's historic role must be both honored and strengthened. As service desks are combined, the opportunities for confidential research consultation must be strengthened. While materials are condensed to create additional space for people, adequate space for storing critical materials must be preserved. While many spaces become more vibrant (noisy) due to increasingly collaborative activities, spaces for quiet study should also be enhanced. Many of the core library functions originally designed for the Library still have a role to play within an enhanced Athenaeum and renovated Penfield Library.
- **An Energetic Place to Work:** As the Athenaeum is developed to create the environment described above, it should also become a more exciting and fun place to work. Staff will feel a sense of pride in their efforts and will understand how their work directly contributes to student, faculty and staff success. The students' experience will be enhanced by the Athenaeum, and the work spaces used by the staff will also need to facilitate their success with reasonable proximity to the functions they support, to appropriate tools and spaces to accomplish their mission, and to a work environment that is attractive and functional.

We want to make it clear that the final definition of the overarching principles of an Athenaeum for SUNY Oswego will require a planning exercise involving various partners that will participate within the complex (after those decisions have been made). The plan will need to engage those key individuals (plus members of the community they serve) to determine the most important aspects of this key critical new campus resource. The outline of typical principles (provided above) is offered by CJS and GSC as an example of the kinds of principles typically defined for a Learning Commons or Academic Commons at other institutions. This list can served the purposes of this preliminary study, but not the full programming study or the resulting Athenaeum.

Integrating Lanigan Hall and Penfield Library

Integrating Lanigan Hall and Penfield Library into a larger complex with more unified internal functions would require that the overall complex be considered architecturally as a single building in some ways, while still treating each component in different but complementary ways. Several issues will need to be more fully considered, and this study advances a viable plan that suggests greater options affecting a greater expanse of internal space. This study presents some ideas for a new configuration of Lanigan/Penfield integration and can be used to start a conversation that could eventually inform and direct the next phases of program design.

As the buildings are joined together with an atrium, three core issues must first be considered:

1. The role of the Atrium
2. Possible exterior effects surrounding the Penfield/Lanigan complex
3. Noise levels across the various elements of the complex

The Role of the Atrium in Creating a Complex

The construction of a possible atrium between Penfield Library and Lanigan Hall, would open several exciting new possibilities for the renovation of the Library, the renovation of Lanigan, the integration of partners that have compatible missions, and the creation of an internal community environment that mirrors in some ways the interconnection of buildings in the Campus Center Complex (which is seen as being a very successful addition to the campus). By joining them with an atrium, energy between these two related (but seemingly distant) buildings would be moved inside conditioned space in an attractive and functional design.



A new atrium could play several important roles to enable new programs and integrate important components of a center that would be first and foremost focused on academic discourse, intellectual growth, and student success. In particular:

- **Improved Navigation:** the atrium would provide a central place through which general navigation could be improved within two buildings that are inherently awkward and difficult to navigate in their current forms. A new central entrance on Hewitt Quad to the south would provide a focal point to the overall complex that would be both visible and dramatic, and would also serve to simplify the entrances to both Lanigan and Penfield. The center of the atrium could also serve as a “crossroads” to which many services and functions within the Athenaeum can face. In addition, the atrium would provide a way to clarify, facilitate, and simplify the navigation to upper floors in both buildings.
- **24-Hour Access:** The atrium could be constructed in a way that allows a larger and more functional space for 24-hour access (that far exceeds the current capability of the Library’s 24-hour Study Room), while still allowing the adjoining service areas to be secured after their normal hours (and for them to function on different schedules beyond the Library’s hours). These open spaces would contain a variety of study environments (with and without technology), in individual and group settings.
- **Focus of Services Points:** The Athenaeum, which begins in the atrium and extends into the center of Penfield’s ground floor level, would serve as an internal focal point for the interrelated academic support services that would be combined in this complex. A limited number of public service points could be constructed (possibly even one service point serving as a concierge service) within or at the edge of the atrium to facilitate easy navigation of services by students and faculty. Those open service points would need to accommodate security of the spaces after hours.
- **Storefronts to Partner Functions:** Some partners and functions within the complex might not be fully integrated into the open spaces of the Athenaeum, but could include spaces that would directly connect via a separate “storefront.” Each of these partners would have a front door into the open space, most within the atrium (which would facilitate their core functions being open hours different from the Library’s hours).
- **Overflow Space/Waiting Space:** The space in the atrium outside of the various functions would naturally provide additional “swing space” for those functions during peak use. Flexible furniture would be provided in a variety of configurations in the open areas of the atrium near each storefront. Technology could also be configured into some/all of those public spaces.
- **Increased Space:** Although the atrium could be justified by many other programmatic advantages, it would also provide over 7800 square feet of additional space for services and functions throughout the Penfield/Lanigan complex. In addition, the atrium would create more space on the ground floor level of Lanigan to house related partners and activities in an integrated fashion (despite the different elevation of much of that floor).
- **Dramatic Additions to Space on the Second and Third Floor Levels:** The creation of a three-story atrium (which would be generally open from the ground floor level to the skylight roof above) would provide additional opportunities for dramatic new spaces to be constructed in some parts of the open space above.
- **Library Security:** Properly designed and configured, the atrium would provide a new main point of entry into Penfield Library, while minimizing or eliminating the proposed number of

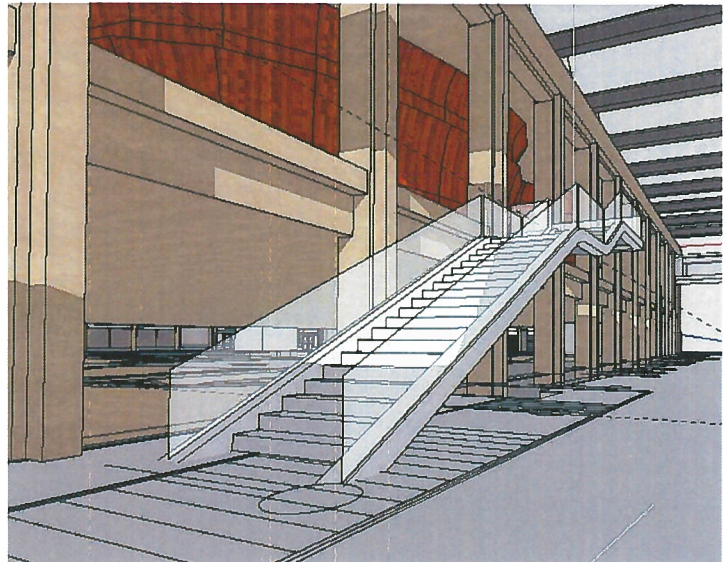
additional entries and exits from Library spaces (thus preserving the security of Library materials).

- **Connecting the Library to Classroom Space:** The staff and programs of the Library are connected to teaching all across campus. Providing active teaching spaces within the complex that hosts the Library will be advantageous to their programs and their interactions with faculty and the curriculum.
- **Opening a Door toward Lake Ontario:** An atrium would bring life to a rather bleak and wind-swept area between the two buildings and in doing so would allow both buildings to have a functional and useful new focus on Lake Ontario to the north.

Stairs/Elevators to Lanigan Second Floor Level

The creation of a new atrium would create a number of options to improve the general circulation between the two levels of Lanigan Hall and improve the natural flow of traffic from Lanigan to the Penfield Library. Most importantly, the connection of the two buildings would provide an option to create a primary staircase from the entry on Hewitt Quad ground level to the second floor level of Lanigan (within the atrium), creating a new flow of traffic in the southeast corner.

This change will bring some of the traffic to/from Lanigan classrooms into spaces that are integral to the Athenaeum and in close proximity to Library services (that currently require an exit to the outside and subsequent re-entry into Penfield). It will also permit the elimination of the southeast stairwell within Lanigan Hall; the space currently used for those stairs could be used to develop a new elevator to the second floor level, eliminating the public use of the central elevator currently running through the middle of the lecture halls.



The Atrium Skyboxes – Group Studies and Meeting Spaces

The three story atrium would provide a dramatic statement to those walking through the space as well as those working within it. Yet, some visual relief should be provided within the space to provide breaks in the sightlines of the two massive building faces inside.

On the west side, new openings in the exterior wall of Lanigan Hall could create a striking view of the internal walls surrounding the lecture halls (possibly clad with different materials such as rich wood panels). In addition, a staircase leading up to the second floor level and the recessed area of the atrium connecting to the ground floor level of Lanigan would provide interesting architectural detail.



Balancing the Lanigan features within the atrium would require some stimulating architectural detailing. In addition to the large entryway into the Penfield Library to the east (which would now represent its main entrance), a series of sixteen separate group study rooms (or meeting spaces) are shown extending out from the second and third floor levels of the Library (accessible only from within that building). Various faces of these rooms could be constructed of glass, providing interesting views of the individual and group work occurring in those rooms (that could serve to “make learning visible”). Such rooms would also extend the square footage of Library space on the upper levels, while also preserving the security system within the Library envelope.

Engaging the Recessed Floor in Lanigan

The design of Lanigan Hall’s seven lecture halls put special demands on the building layout, largely as a result of the tiered aspect of each of those rooms. All of the lecture halls face the center of the

building and are “deeper” in the middle. As a result, the ground floor level below needed to be significantly deeper in the center to accommodate the unusual topography of the floor above (and that space also has limited ceiling space in some core areas beneath the lecture halls).

The recessed floor plate is required in the center of Lanigan, but it also extends to the east edge of the building (presumably to allow for some spaces to have significant ceiling height). This topography provides challenges for developing the programmatic aspects of that area; this preliminary study attempted to find a way to best utilize that recessed space without creating a need to significantly modify Lanigan’s existing floor plate (without excavating current areas to the lower level and by only minimally filling portions of the sunken areas to raise the floor level). In addition, this preliminary study also preserves the placement and function of the three ramps that facilitate movement along that floor.

The atrium creates a significant opportunity to engage the lower floor on that level for programmatic space (CELT and CTS for example) and to use some of it as flexible seating areas within Athenaeum. Parts of the atrium floor will be constructed at that recessed level, served by steps and built-in seating along the edges, providing an attractive (and dramatic) change of elevation that would turn the odd Lanigan floor construction into an advantage for the overall complex.

The Exterior Effects

Creating a new atrium between the two buildings would represent a unique opportunity to make a significant architectural statement at the intersection of these existing structures, and then augment that improvement with a fresh new look for each of the individual buildings (as each was updated in subsequent stages of the overall project). The ultimate combination of three new exteriors would bring a fresh new look to Hewitt Quad and the nearby spaces.



Current Lanigan Hall – Penfield Library Front View

A sample design for the front of the updated complex (viewed from Hewitt Quad) is shown below, depicting possible changes to Lanigan Hall to the left and Penfield Library to the right, along with a simplistic representation of a new three-story atrium in-between. As you can see from this sample rendering, the opportunities to change the overall exterior look are significant. There would be several options to honor past features of the buildings and leverage their strengths, while also solving long-standing interior problems within each by modifying exterior surfaces, developing new patterns for glazing, and allowing natural sunlight to enter in new ways.



By changing the application of exterior surfaces on each building, replacing existing concrete panels with glass, and applying contemporary decorative panels in other cases, the projects could change both Penfield and Lanigan in ways that are appropriate to their internal use and complementary to their exterior looks rather than simply maintain the symmetric mirror images between the two. As an example, some common elements are shown extending across both buildings (on the ground floor level), while different elements are shown to contrast elements of the upper floors and their respective functions behind it.

Entrances and Exits

The main entrance in the Atrium would represent the primary entrance into both Penfield Library and Lanigan Hall. The existing Library entrance would be removed and a single new entrance to their spaces would be created through the atrium. The existing emergency stairwell and exit doors currently used by WRVO and the 24-hour study room would be removed to make way for the new use of space in that area. The rear service door for Library access to the loading dock would remain.

Although much of the traffic to Lanigan Hall might enter through the new south atrium entrance, some traffic would use the doors of the new north atrium entrance or the existing doors at the two westernmost corners; the doors and stairs at the northwest, and southwest corners would remain, as would the stairs at the northeast corner. In addition, access to the loading dock and service areas of Lanigan would remain.

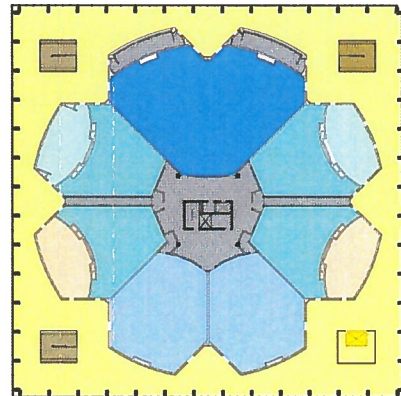
Appearance of the Ground Floor Level Exterior of Both Buildings

Renovations on the ground floor level of both buildings would present an opportunity to bring more light into this level around the entire building perimeter (except where emergency stairwells or mechanical rooms obscure the outer wall); providing a similar look across both buildings and combining them visually from the pedestrian level. Recessed full-height glazing systems are envisioned for the ground floor level as shown in the sample, replacing the solid walls and existing glass on the interior of each panel (and providing deeper shadows on this floor in contrast to the floors above). In addition, partial frosted or opaque glass could be used to provide privacy for the spaces adjacent to such high traffic areas. Finally, shade systems (controlled by the occupants) would be critical for these spaces to limit the amount of light infiltration during various times of day and year.

Appearance of the Second Floor Level of Lanigan Hall

The exterior of Lanigan's upper level would be significantly opened to the outside with the application of a new glazing system attached at the outside of the pillars (replacing the concrete panels, as they currently exist).

The recommendation to open these solid walls is motivated in multiple ways (described more extensively in the section of the report on "The Second Floor Level of Lanigan Hall" below). However, this single change could transform the exterior appearance of the building by revealing the interesting shapes of the walls surrounding the seven lecture halls (that could also have dramatic new finishes and colors applied to them).



Appearance of the Second & Third Floor Levels of Penfield Library

Library interiors can look random when viewed from the outside because they contain drastically different configurations with a variety of elements stitched together. Therefore, a reverse approach might be taken with Penfield Library's upper levels. Unlike Lanigan's second floor level (that would have a unified look from the outside), the upper floors of Penfield would have an array of office spaces, individual and group study locations, book shelving and other elements that might appear complex and even ugly when viewed from the outside (even with the perfect internal design).

The sample design also suggests that an exterior skin could be attached at the outside of the pillars similar to the glazing system at Lanigan. Behind this screen would be a new glazing system



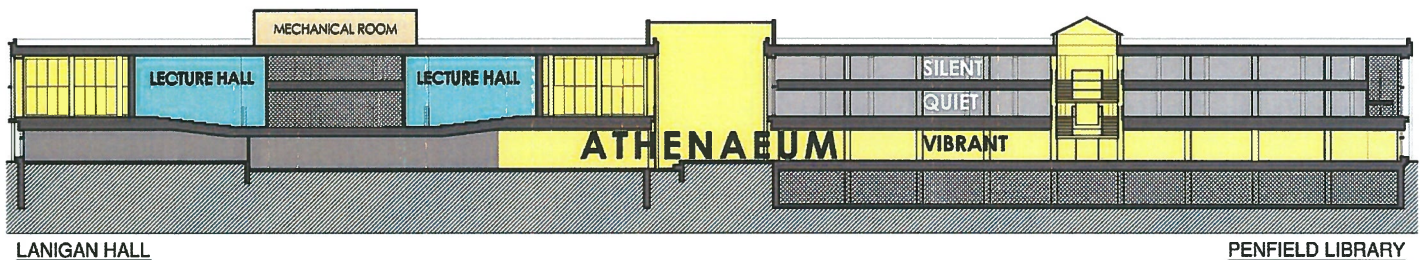
(installed at the current glazing plane) providing the opportunity to add more glazing where needed and desired. The design of these panels (covering the exterior only on the upper levels) could be modified to allow at least as much sunlight as is currently available on those floors, while distributing it more evenly throughout the entire floor. The style, texture, patterns, and series of openings for light could be designed to complement and contrast the effect of Lanigan Hall.

Considering Noise in the Penfield/Lanigan Complex

Most similar projects struggle with issues of noise that will be expected and allowed within the expanded library facility. Many consider the library to be a quiet place reserved for individual contemplation; some libraries frown on any appreciable noise anywhere within library spaces. Indeed, when someone has an expectation of silence, any spoken voice (no matter how softly) or a vibrating cell phone can seem loud.

Penfield Library has dealt with this issue in the past and seems to fully understand that some elements of academic work are inherently *VIBRANT* (noisy and messy) while others are *QUIET* (and contemplative), or absolutely *SILENT* (for those needing to focus their attention acutely). This issue can be addressed by steering different activities to different physical areas where the proper expectations of noise can be set and managed (by individuals using the spaces, rather than relying on a “shushing librarian”).

With the development of the Athenaeum in the Penfield/Lanigan complex, expectations will need to reset for the community; new areas of noise and quiet will need to be defined, and signage will need to be created to help the community enforce those expectations.



In a sample cross section of the two building joined together into a complex (shown above), we provide a general sense of the different noise levels that might be expected. Indeed, much of the work across the open portions of the ground floor level of Penfield (including the Service Points) will be *VIBRANT*. The stairwell up through Penfield will also be naturally noisy, but will be segregated from the rest of Penfield’s second floor level (which could be designated for relatively *QUIET* activities) and from the third floor level (which could be designated for *SILENT* work).

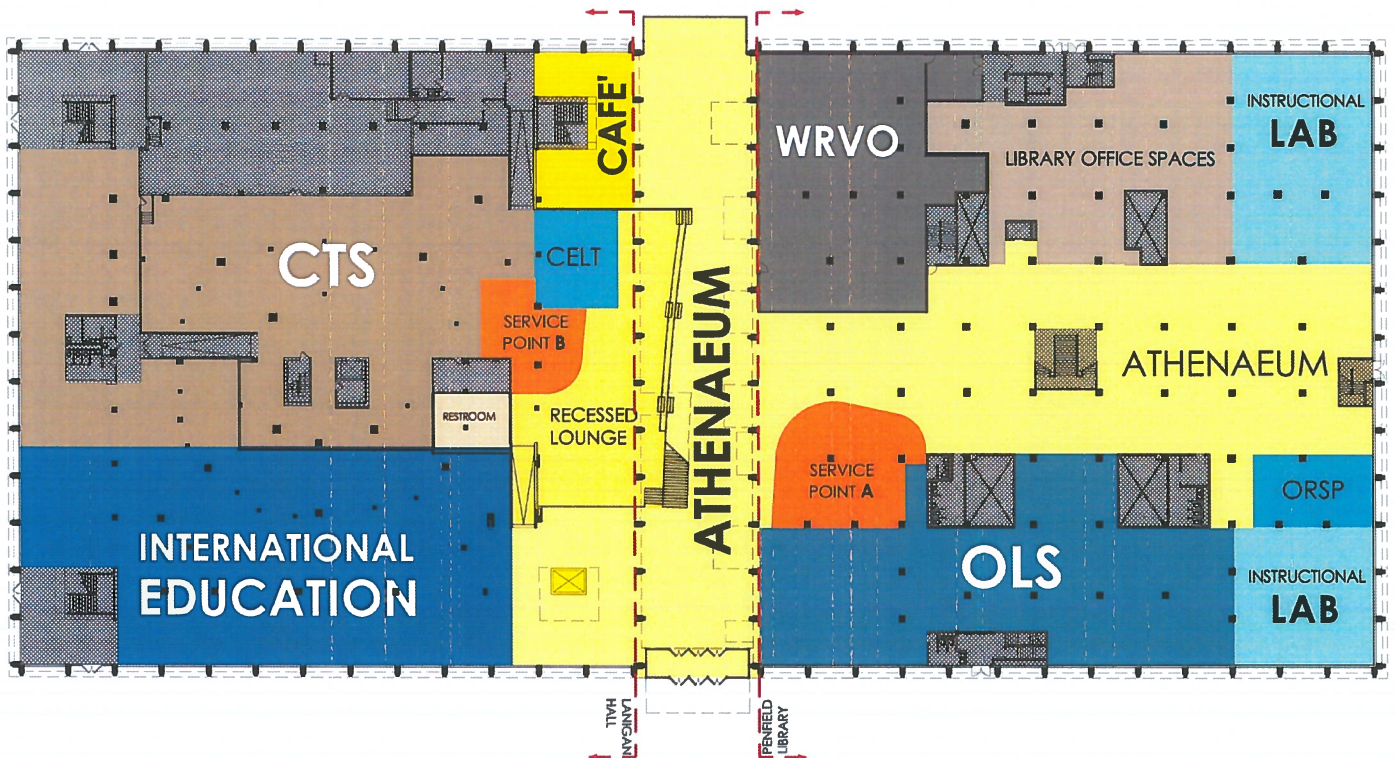
The atrium itself would be a naturally *VIBRANT* space, because of the interactive services being delivered and traffic flow between various areas and functions. Yet, the three-story nature of the atrium space will tend to limit the noise, simply due to the volume of airspace within it and the adjoining open spaces in Lanigan Hall, as well as the inclusion of various elements and surface treatments.

Overview of the Ground Floor Level Possibilities

The creation of an atrium provides significant opportunity to program the ground floor level of the entire complex as one continuous floor (even though some parts of atrium will need to be recessed by about 34 inches to aligned with the existing stepped floor on that edge of Lanigan Hall).

The east edge of Lanigan will open up to public functions and services within the central Athenaeum, while the large central opening from the atrium into Penfield's core will provide access to the Library and other services/resources on that floor and above. Various other organizations will have areas along the atrium that would be secured with walls/doors (but some part of their areas will likely be designed in an open and public way facing into the atrium).

While constructed as three separate building structures (Lanigan, Penfield, and the atrium in between), the interior definition will unify the complex by blurring those distinct lines.



Each of these areas will be described in greater detail on the pages that follow.

The Ground Floor Level of the Atrium

The ground floor level of the atrium would serve as a unifying force to tie together all of the potential improvements described throughout the Preliminary Study of Lanigan/Penfield Integration. This ground level space would be a destination and a means of reaching all other destinations in the complex.

The atrium would facilitate entry and exit from both buildings, provides means of navigation and circulation to other areas of the complex, and would be the area from which most of the services could be accessed. It would be a highly functional space and a place of beauty and interesting architectural design.

The open Athenaeum space would also provide a variety of seating areas to be used for both study and conversation, and a significant application of technology; these spaces would adequately replace the function served by the former 24-hour study room.

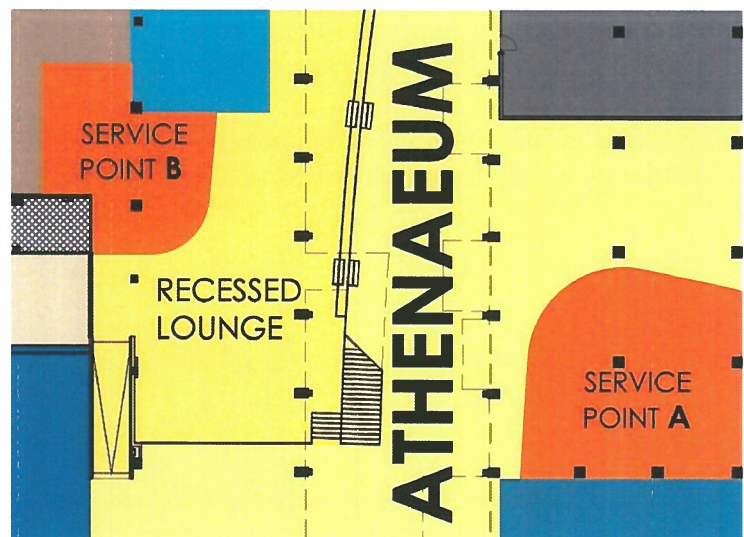
The Primary Service Points

The atrium and the primary east/west access through the ground floor level of Penfield would form the core service layer of the Athenaeum. Two primary service points are shown below; the partners participating in each service point would need to be further considered and designed in later steps of the programming process.

Initially, one might imagine Service Point A serving combined Library services (certainly, the circulation function would be provided there), but other services like library research support or OLS sign-in could start there as well.

Similarly, one would expect that Service Point B would serve general CTS services, but other types of services (perhaps supporting CELT) could be developed there as well.

Some implementations of a Learning Commons or Academic Commons strive to create a single service point for all walk-in services. That could certainly be done within the Athenaeum and these spaces could easily be reconfigured to accomplish that goal; those discussions should occur in a later phase of program definition.



Ultimately, each of these service points would also need to be designed in a way that provides for both front desk space and supporting spaces (including offices), and they would need to be fully

secured when their services are not in operation, as the Athenaeum space in the atrium would be designed so that it can remain open on a 24-hour basis.

The Recessed Lounge

The floor of the atrium directly across from the main entryway into the Penfield Library would be recessed to match the recessed floor level that currently exists in Lanigan (in the center and on much of the east side). Several small sets of stairs (and one of the existing ramps) could serve to move traffic from the ground level to the recessed area below. In between the stairs, seating could be built into the side of the recession.

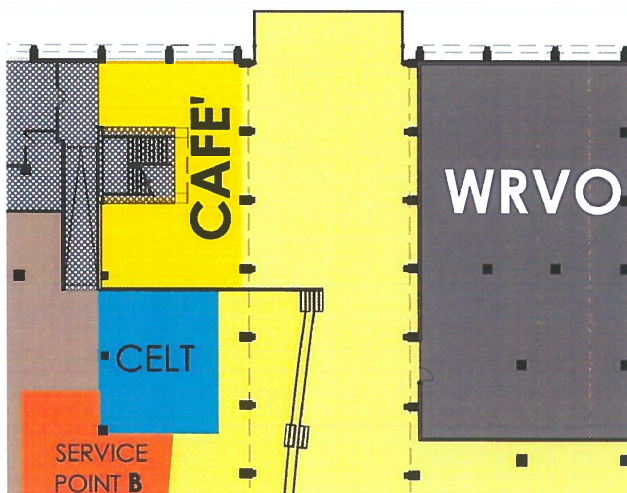
In addition, the stairs from Lanigan's second floor level would empty near the corner of this area and would join stairs down to the lower recessed level. The recessed lounge would most likely contain flexible furniture designed for this space, which also may serve as a primary location for computer workstations, print stations and other resource directly related to the nearby service points and also be available whenever the atrium was open.

The Lake Effect Café

The current Lake Effect Café is one of the most popular recent additions to the Penfield Library; it brings people into the Library that might not visit, and it allows people studying in the Library to enjoy refreshments and an opportunity to relax during a long stretch of studying. Members of the community and of the Library staff indicated that the café should be expanded; unfortunately, the Program and Concept Study for Penfield Library was unable to make additional space available.



The new atrium provides an opportunity for additional space and for a new approach to the café. Although it might be slightly less convenient for people walking by the building in the Hewitt Quad, positioning the café near the north end of the atrium would provide several significant benefits.



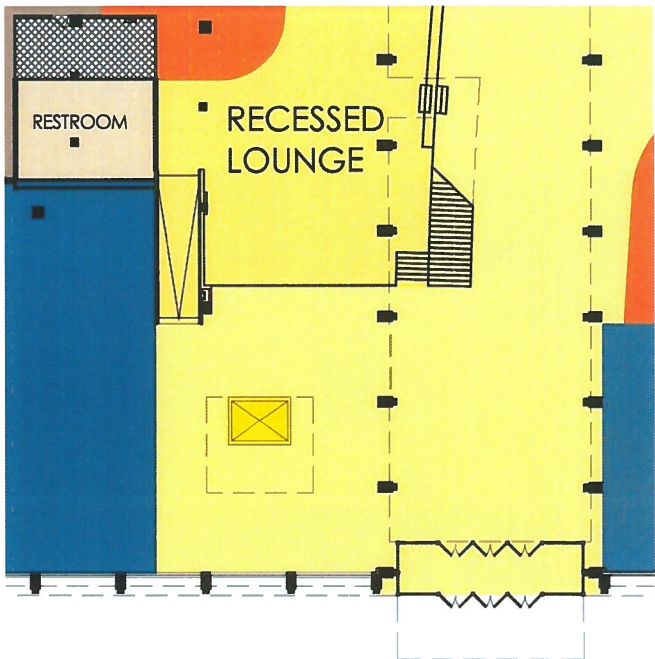
First, the Lake Effect Café would have an excellent view of Lake Ontario and could also provide some outdoor seating on the north patio with a more intimate view of the lake (as well as access to the proposed Lakefront Park) during good weather. In addition, this location would also allow the Café to serve both levels of Lanigan Hall through the nearby stairwell (existing). Although the space identified here for the café does not appear larger than the current Café, its seating could naturally extend (with the

placement of appropriate furniture) out into the atrium (toward WRVO) and into the recessed lounge in front of CELT. In these ways, the new Lake Effect Café would have a significantly larger footprint (and far better access and view) than the current facility.

New Restrooms

Because of the increased traffic that would come into the atrium, the Athenaeum, and their adjoining areas, this facility will require a careful review of the building code and expected building capacity for this area.

New restrooms within the atrium (at the level of the Recessed Lounge) would provide additional facilities on the ground floor level, in addition to existing facilities within Penfield, and expanded restroom capacity recommended for the second floor level of Lanigan Hall.



These new restrooms would be constructed in close proximity to both Athenaeum service points (“where are the restrooms?” is a common question at such service points). They would also be conveniently located near the front entrance of the atrium and near the bottom of the stairs from the Lanigan second floor level above. They would be served by both a ramp and stairs that lead down to the recessed level below.

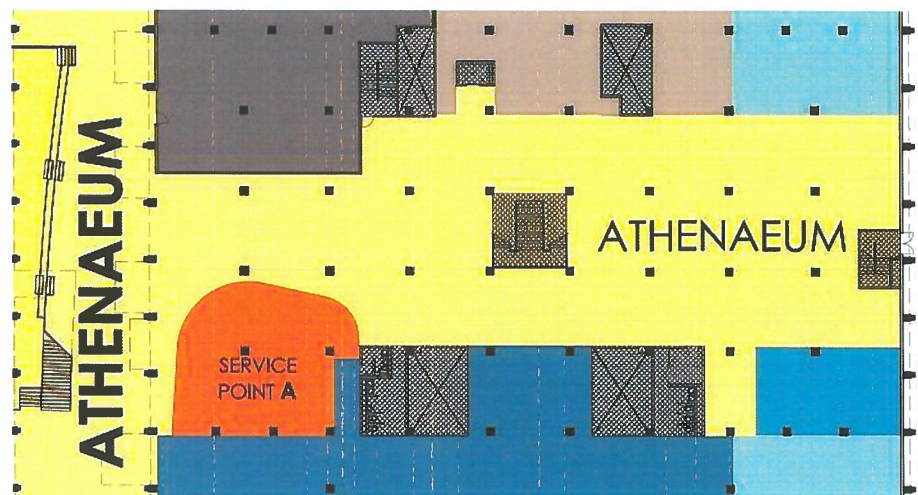
The Ground Floor Level of Penfield Library

With the addition of a new atrium, the space on the ground floor level of Penfield would no longer be expected to carry the full burden of the Athenaeum function (as suggested in some of the concepts presented in the Sasaki Study). Instead, this space would serve a unifying force on that level, facilitate movement around the building, and provide access to services and materials that honor traditional Library functions and still moved it forward in line with contemporary needs. As a benefit of this overall plan, the “Library spaces” on the ground floor level of Penfield would be significantly increased even though some new partners would be added (the 24-hour study function, the Café, and CELT would move to the atrium) even though WRVO would remain. In addition, the entry into Penfield would be greatly enhanced over its current form.

Athenaeum Spaces

The center of Penfield’s ground floor level would continue to serve as the primary location of key Library services (many of them likely within Service Point A). This general area would also contain a variety of furniture configurations for group and individual study, as well as interaction with library materials, technology, and most importantly, the assistance of library professionals.

In many respects, this extension of the Athenaeum would augment and complement the spaces and activities in the atrium; both of these “segments” would function seamlessly together, with one important distinction – the part of the Athenaeum in



Penfield’s ground floor level would include a security system that would protect Library materials (near Service Point A) and would include a security door system that would allow this area to be closed at night, while allowing the areas within the atrium to remain open later.

Key library materials (including perhaps new books, SUNY Oswego faculty publications, and the remaining reference collection) could be distributed throughout this Athenaeum space, some on highlighted shelves built into the edges of Penfield’ existing main stairwell.

This part of the Athenaeum would also provide easy access to all of the other facilities housed on this floor and the floors above and below, greater access to sunlight (from the stairwell and the new windows on the east wall), and access to the updated restrooms within Penfield.

The Stairs/Elevator to other Penfield Levels

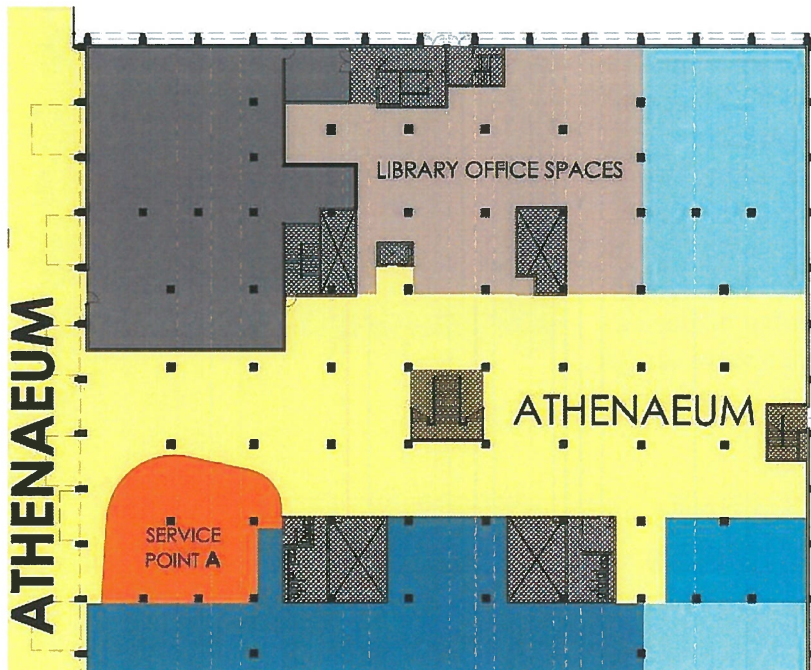
The internal stairwell in Penfield seems awkward as the Library is currently configured (especially on the ground floor level, where it seems to have its back turned to the front door). While the stairwell is not a particularly attractive and compelling feature of the building, it could be refreshed to still perform a valuable function in its current form (also avoiding the need to close the entire Library while it was demolished and stairs were constructed somewhere else).

With the creation of a new atrium, the primary entrance to Penfield would move to a large (but securable) opening provided to the west. When approached from that side, the main staircase would become more practical and attractive architectural feature. As one turned into Penfield from the atrium, the side of the staircase would be visible and could be updated with attractive finishes to exhibit greater character and visual clarity to its role and function. .

The existing Library elevator is small, but could be updated to improve its appearance and function. For example, removing the current vestibule to open the approach from the main Athenaeum space could allow the elevator to adequately serve public needs.

Library Office Spaces

Some of the concepts presented in the Sasaki Study suggested that Library offices could be moved to the second and/or third floor levels. Significant conversation with the Library staff would be required to define the ideal configuration of their office spaces to allow them to provide services that were relatively adjacent to their office. Having all library offices on another floor would cripple Athenaeum services; having all of them on the ground floor level would squander prime space for functions that would cause little concern if placed elsewhere.



This study offers the possibility of significant Library office space on the Athenaeum level that would be reserved for key Library staff who work directly within the Athenaeum (Library faculty for example), as well as staff who teach in the instructional labs, individuals who interact most frequently with other service partners on this level, and staff who manage deliveries in and out of the rear service door and mailroom. Other library staff related to the circulation function would have offices in the general area of that service point.

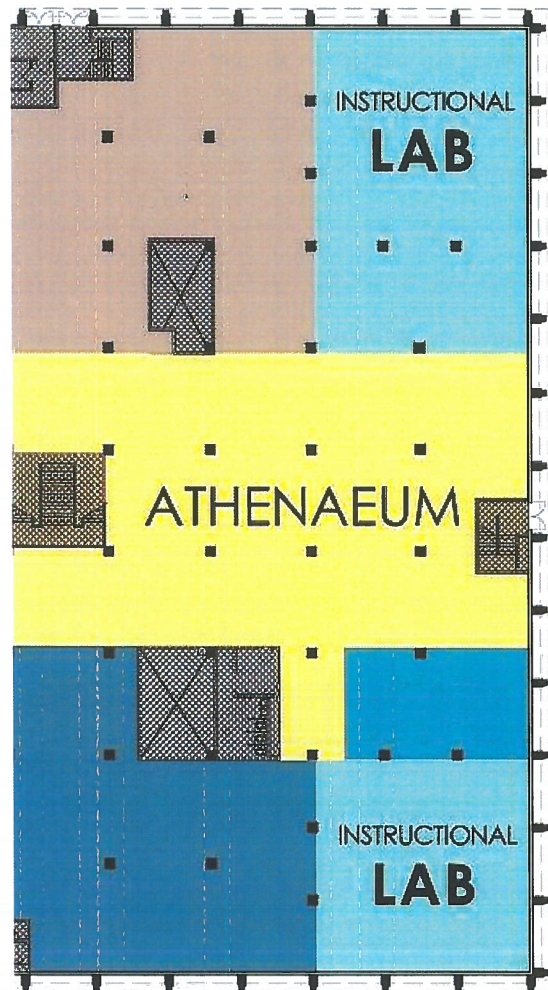
In this way, the integrity of Library (and Athenaeum) programs could be enhanced with close staff proximity, while moving other elements of the staff (main office and technical services, for example) to other nearby floors.

Instructional Labs

The Library’s two ground floor level “Biblio labs” are used heavily for their instructional programs in support of specific courses within the curriculum. In some cases, a faculty member will bring a class to one of these spaces (one has technology deployed throughout; the other has flexible arrangements of tables and chairs). When not in use for Library instruction, these labs are used for a variety of meetings and for general student study. The Sasaki Program and Concept Study for Penfield Library considered the possibility of additional lab spaces and suggested moving them other locations (possibly on other levels and floors).

With the creation of an Athenaeum (and reconfiguring the entrance of the Library to the atrium), other options would become available. The lab facilities could be placed in many different locations; we show two such labs on the ground floor level and expect that others might be created elsewhere in the complex (not yet identified).

On the other hand, we strongly suggest that a cohesive Athenaeum project look at the ways in which multiple service partners (within the common service layer) could consider sharing a greater number of such facilities; instead of designing two for the Library, and one each for CTS, OLS, OIEP, and CELT, the complex could be configured with four or five such instructional spaces of varying designs (supporting a variety of teaching styles) to be used as a combined resource for the entire Athenaeum service layer.

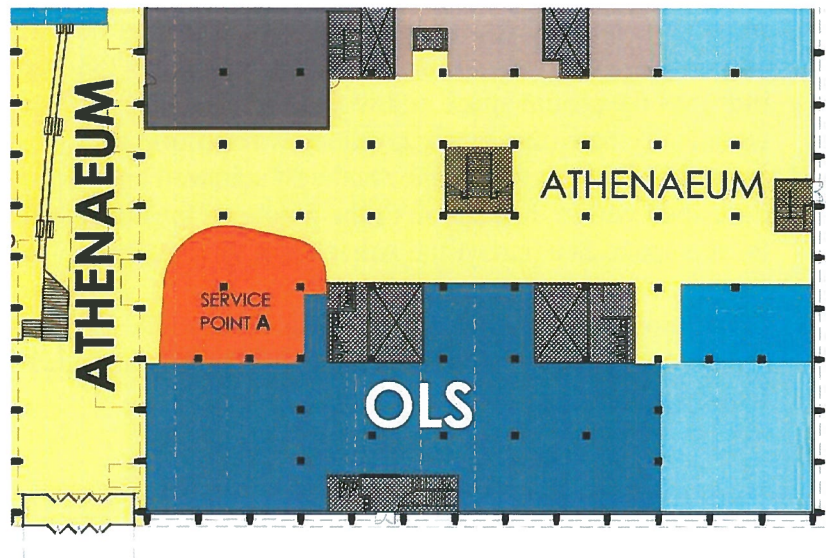


Office of Learning Services (OLS)

OLS currently has a well-designed space in Poucher Hall that meets the needs of its programs quite nicely. On the other hand, the organization recently moved an important element of their services (the Writing Center) to Penfield Library because of the interrelationship of their work.

The efforts of OLS seem to be fluid in meeting the needs of the academic programs and the College's students; they are likely to continue utilizing some mix of centralized services (within their core space) and distributed services (that will occur someplace else). Nonetheless, a move of their core programs to the Athenaeum and a strong connection with other service partners (including the Library, CTS, and OIEP) would be an excellent enhancement for the institution and for these overall programs.

The functions of OLS appear to be growing, and some additional space (approximately 35% growth space) would be available in this footprint compared to their current facilities in Poucher Hall. More space could be provided (an additional 25%) by moving the adjacent instructional lab to another location or level.



The spaces for OLS would be accessible to the Athenaeum on both the west and the north; students could come to the facility from the main atrium entrance (or cross the atrium from International Education), or they could easily gain access to the services and resources provided by the Library to the north.

In addition, OLS activities would extend along most of the front of the ground floor level, projecting an image of serious study, vibrant interactions, and critical academic work that would be very compatible with the image of a contemporary academic library.

Office of Research & Sponsored Programs (ORSP)

While CJS and GSC did not have an opportunity to meet with ORSP staff during our campus visit, we understand there is significant desire on the part of the Library staff to have this unit involved in a potential Athenaeum project. We understand that their spaces are fairly modest and more research would be required to define their full needs. Nonetheless, space has been included for the ORSP along the east edge of the Athenaeum within Penfield; many other options could be explored nearby.

The Ground Floor Level of Lanigan Hall

With the construction of the Penfield/Lanigan atrium, the traditional doors into Lanigan Hall on the northeast and southeast corners will no longer be required (the sides facing the atrium will be opened and the doors to the outside from those corners removed). The entrances and stairwells to the northwest and southwest corners will largely serve access to the second floor level classrooms, as the public functions on the lower level would face the atrium to the east.

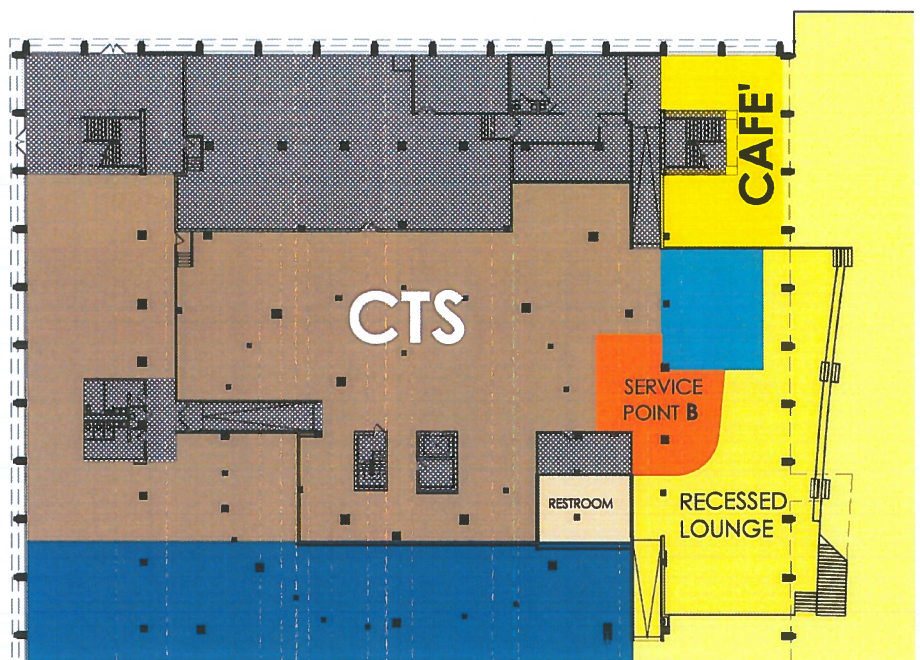
In fact, the current exterior east wall on the ground floor level of Lanigan Hall would be removed, and only the columns would remain. The first 20-25% (approximately) of space on that level would blur into the atrium space and would serve largely public functions. Several features that would technically be within Lanigan (the new restroom, the recessed lounge, the Café, and Service Point B, as well as the removal of the southeast stairwell and the installation of a new elevator) have all been described within the section of the report on the atrium (because they will frankly seem more like atrium space as a part of the Athenaeum than as space within Lanigan).

In addition to the significant spaces devoted to the building's mechanical systems on this floor, the remainder of the space would be devoted to housing three significant partners that serve students and faculty within the Athenaeum.

Campus Technology Services (CTS)

A significant part of the CTS organization is currently housed within Lanigan Hall; a small number of additional staff may be moved from their other existing spaces in Culkin Hall. In general, CTS would be better served by having their front line (tier 1) services housed in Lanigan (as most are now) and to add other key staff who provide tier 2 and tier 3 support (proximity can help provide better support).

The spaces that CTS currently inhabits are at the core of the ground floor level of Lanigan which is largely at the recessed floor level; thus they have no access to windows and natural light and most of their activities require navigating the ramps at the center of the building. Their current help desk is frequented by the community (particularly students) and that service will be significantly enhanced by virtue of the new Service Point B, clearly visible and accessible within the Athenaeum.



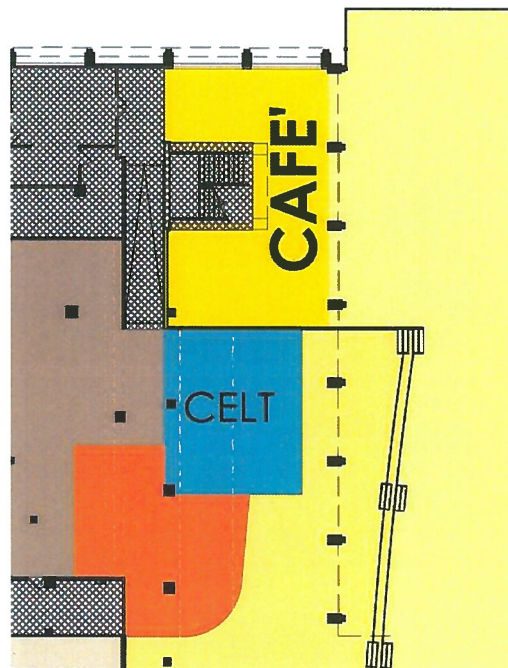
Their current spaces are fairly bleak and their staff inhabits a variety of spaces that are somewhat primitive. Additional storage is required for significant shipments of technologies to be configured and delivered to places across campus. However, one significant change could be made to their overall staff area, as their spaces could now extend to the west edge of the building, providing an opportunity for some offices, a meeting room and other common areas to have access to natural sunlight at the west side of the building. In addition, they could use the restrooms that were once publically accessible (that would now be behind more private spaces).

Some much needed additional space (approximately 60%) could be provided for offices, functions, and storage on this level. CTS would continue to use the ramp from the recessed level up to the loading dock area on the north side of the building (which would remain unchanged). The ramps to the west would continue to be available (although for internal rather than public use) and the ramp to the south could provide easily access for the delivery of materials from the recessed level of Service Point B to other locations within the Penfield/Lanigan complex or out the main entrance of the atrium to campus.

Center for Excellence in Learning and Teaching (CELT)

The space used by the CELT will be moved from its current location just outside of Penfield’s Lake Effect Café to a new location accessible from the atrium and close to the relocated Café.

Rather than being positioned within an active hallway that leads directly to the Café, (which they stated is sometimes an advantage), they and their office and meeting spaces would be few steps below the main atrium level and would face part of the recessed lounge (with the possibility of some interesting furniture around their entry for consultation and informal small group discussions. In addition, activities of CELT could easily access the seating in and around the Café or the associated seating upstairs on the second floor level of Lanigan.

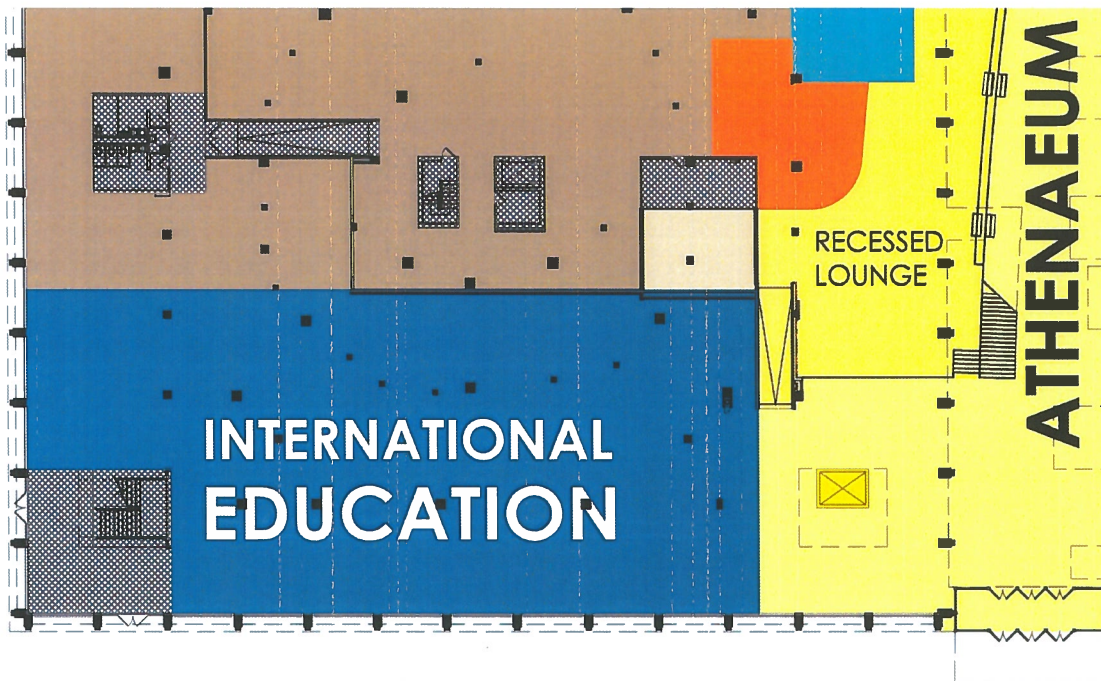


Office of International Education and Programs (OIEP)

The Office of International Education and Programs currently works from within several spaces in Sheldon Hall that do not function well together to meet their overall needs. A larger and more integrated office suite could be created for them to provide office space, meeting rooms, and consultation space for meeting with students, as well as a formal hospitality suite for groups visiting from abroad.

The spaces allotted within this Preliminary Study of Lanigan/Penfield Integration are a first approximation of their overall space needs, and a fuller assessment is required to understand their current and future needs more clearly (before suggesting a specific allocation and configuration of spaces). Nonetheless, their programs would easily fit within this location, providing an attractive front within the atrium and convenient access to other support partners within the Athenaeum (as well as a clear view to Lake Ontario from the west windows and appropriate visibility from the Hewitt Quad to the south).

Perhaps the greatest benefit to hosting OIEP in the Penfield/Lanigan complex would be their inclusion as a key function in one of the College's most honored academic complexes (which would serve as an important signal to visitors).

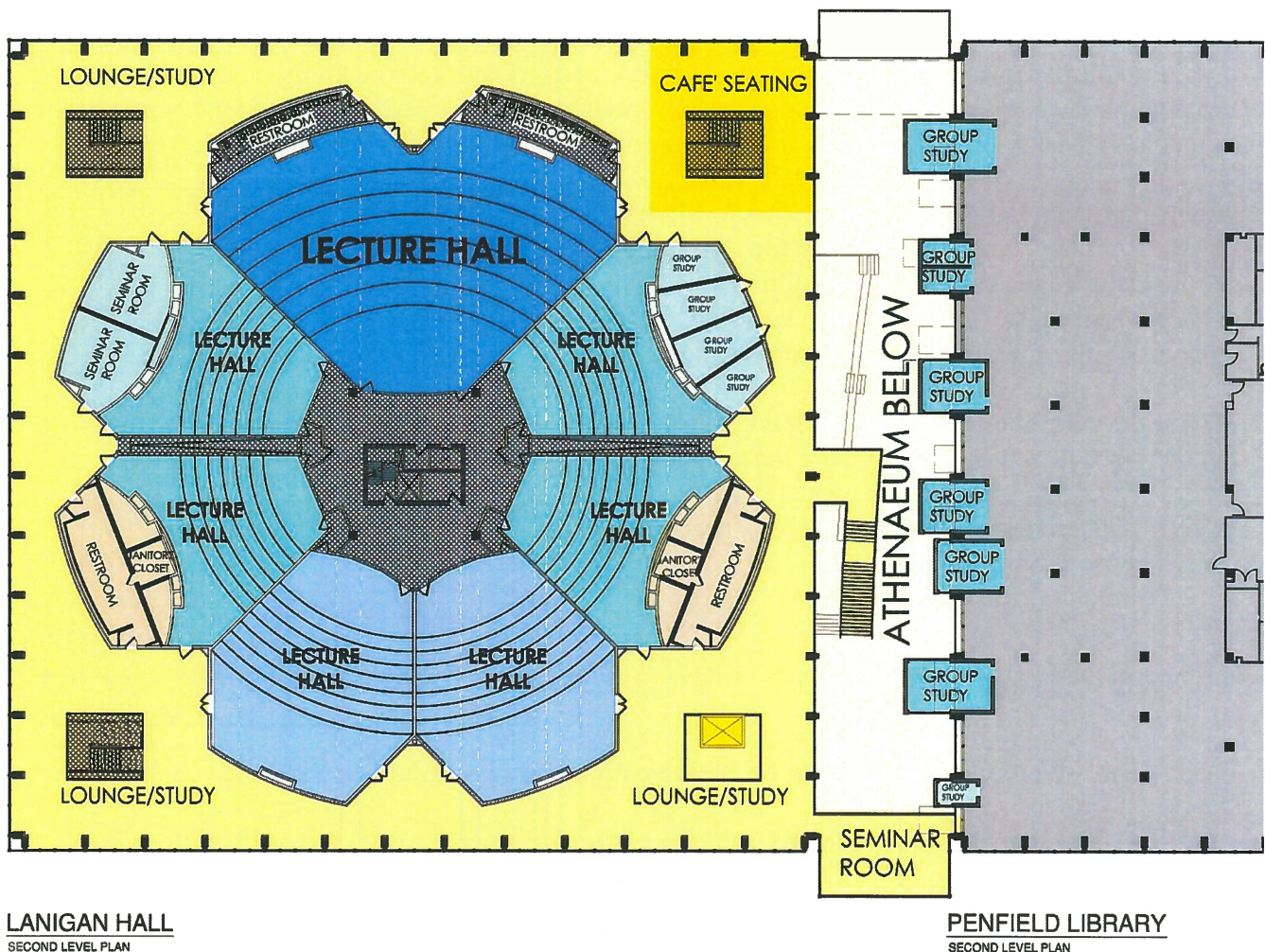


Overview of the Second Floor Level

The second floor level of Lanigan Hall was a primary focus of the Preliminary Study of Lanigan/Penfield Integration and it is more fully detailed in the pages that follow.

While the second floor level of Penfield Library was not a subject of this study, this report suggests the creation of several “Atrium Skyboxes – Group Studies and Meeting Spaces” (seven are shown here) that would extend from the Library’s second floor level along the east wall of the atrium to provide both additional library space and create an interesting architectural feature within the atrium.

Of particular note on this level will be the dramatic opening of walls along the former east edge of Lanigan to create a dramatic view into the atrium below and to the atrium skyboxes extending from the Library second and third floor levels across the atrium.



More detail about the areas of this level of Lanigan will be described on the pages that follow.

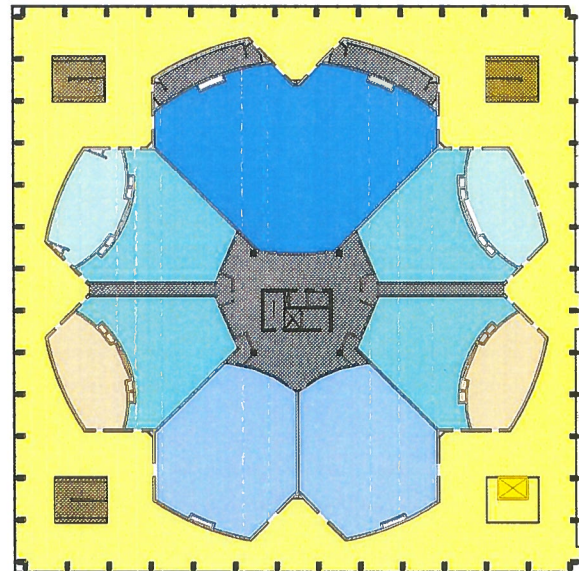
The Second Floor Level of Lanigan Hall

Because the second floor level will continue to serve as the location for the College's high-capacity lecture halls, the general function and form of those rooms will likely prevail. At the same time, several changes are possible in and around those lecture halls, within the classrooms behind them referred to as the "A Rooms" (e.g. 102A, 103A, 106A and 107A), and to the hallways, stairs, and elevators that provide access to and around Lanigan's second level.

Because of the general configuration and combined location of the lecture halls in one contiguous space, the shapes around the inside of the second floor level appear to be random (and there are few visual cues to one's location while circumnavigating the floor). With the large mass that currently exists in each corner (containing the stairwell, janitor closet, and mechanical systems), the hallways and spaces outside of the classrooms appear dark, confusing, and unappealing. Because of the two-story ceiling height, the hallways look large from one perspective, but also appeared fragmented and small from another. The majority of each side wall (centered between the corners) is solid, and therefore obscures sunlight, an opportunity for an exterior view, and the ability to discern one's relative location around the building. To easily navigate the floor requires an understanding of the numbering system for the rooms or a walk to a corner to check the outside landscape.

When currently viewed from inside that level, the existing arrangement of walls along the outer edge of the lecture halls seems quite random. When viewed from above on a floor plan, however, the shapes look symmetrical and very interesting.

While the current brick façade looks dated and shows signs of settling, revitalizing those edges could provide an entirely new appeal without significantly changing the shape or construction of those exterior room walls.



The overall effect of this level could be dramatically improved with three additional changes:

1. Replace the solid panels on the exterior walls on the south, west, and north with energy-efficient glazing;
2. Remove the solid panels and glass of the exterior east wall to reveal an opening to the atrium below; and
3. Reduce the mass of the stairwells in all four corners.

As shown in this exterior elevation (depicting a sample atrium style and a new view into the second floor level of Lanigan Hall), the addition of glass walls would reveal activity within Lanigan and provide an interesting perspective of the wall shapes inside. The addition of new glass exterior walls and new treatments for the walls outside the classrooms could create a very dramatic look from the outside and make a formerly drab classroom building come alive.

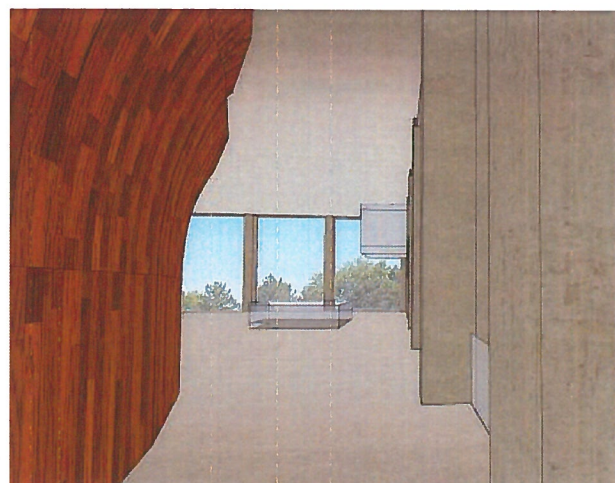


Reducing the Mass of the Corner Stairwells

With the proposed changes to the mechanical systems on the roof of Lanigan Hall (see the section below on “Changes at the Roof Level”), the mass of the three remaining stairwells (in the northeast, northwest, and southwest corners), as well as the mass of the new elevator in the southeast corner could be significantly reduced on the second floor level. Replacing the large internal building mass that currently exists in all four corners, would be a simple glass railing around a stairwell that would seemingly disappear into the floor below (in three corners; a smaller elevator cab would have a similar minimalist effect on the second floor level in the southeast corner).



Before



After (SketchUP screenshot)

The reduction of building mass in all four corners would transform the spaces around the lecture halls and would provide both beautiful views out to Lake Ontario and the proposed Lakefront Park on the north, as well as to Hewitt Quad on the south.

In addition, these changes would provide significant space for furniture in open and/or enclosed areas that could support individual and group study, or possibly formal breakout spaces that could be used for community events or teaching/learning activities projecting out from the lecture halls. As the open areas in Lanigan become more attractive and useful, the common areas of the Athenaeum (in the atrium and on the ground floor level of Penfield) would naturally extend into the upper floor level of Lanigan.

Changes to the Seven Lecture Halls

The seven lecture halls on this floor serve as the workhorses of the College's classrooms, especially for large courses. All of them are desperately in need of improvement; only one has had a significant upgrade in the past several years. They should of course be thoroughly renovated and updated with furniture that enables effective use by the class sizes expected over the next several years (assumptions about their capacity, furniture, and format ought to be revisited in light of new teaching styles). For example, one lecture was reconfigured to include an additional aisle up the center of the room, allowing a different kind of interaction between the teacher and students.

This preliminary study assumes that seven lecture halls of this approximate size, capacity and shape will be required in the renovated Lanigan Hall, and we imagine a phased approach to renovation that could occur over several construction cycles (thus, keeping most of them available for classes at any one time during each semester).

It may, however, be possible to create some other configuration of a large classroom setting within one or more of these existing lecture halls (if required for changes within the curriculum and if no better place can be found to house such a facility). For example, some institutions have created a large technology-enabled classroom for 70+ students in entry-level mathematics courses (for example, the WisCEL Center at the University of Wisconsin-Madison shown here). Such a significant change would be possible in Lanigan and could be satisfied by filling in the tiered floor of one of the existing lecture halls to provide a completely different seating arrangement. While possible in Lanigan, this may not be the highest and best use of these spaces; within the context of this preliminary study, it seemed prudent to mention the possibility.



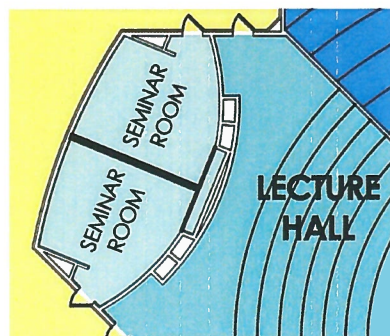
Repurposing the “A” Classrooms

The four secondary classrooms on the second floor level of Lanigan Hall currently referred to as the “A” Classrooms (102A, 103A, 106A and 107A) should be redesigned and repurposed in some way. Because of the overall shape and orientation of these rooms, they are very ineffective for classroom instruction; frustrating faculty and students alike. When filled to their “maximum capacity” (45 people), they become very awkward - significant portions of the class cannot see their colleagues on the other side of the room. In addition, the faculty teaching in these rooms must constantly look back and forth between both sides and must frequently be aware of their location in the room. For an institution that expects to create “world class” facilities, these rooms simply cannot continue to be used in this way. One of the rooms has already been converted into a storefront for the Ontario Bagel Company, which has been a reasonable solution.

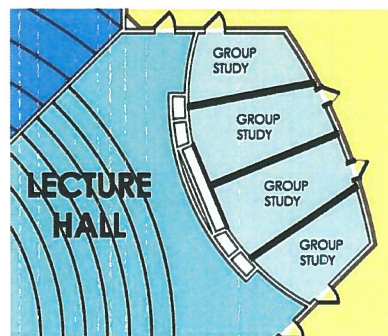
Because of the way that these rooms integrate into the back of the associated lecture halls, they cannot easily be removed; and they cannot easily be reshaped on their outside edges. Because of the utilities running in the walls between these four rooms and their associated lecture hall, this space cannot easily be integrated into the lecture hall to create a larger facility (as in rooms 104 and 105); it could be done, but it would be at great expense.

We have identified three samples of ways these spaces might be better utilized:

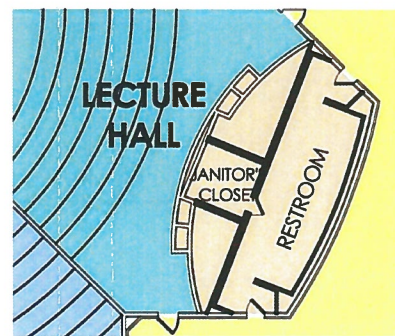
- Option 1 – Create two reasonably sized and shaped seminar rooms (for 12-20 student each) from one of these rooms.
- Option 3 – Create four reasonably sized group study rooms from one existing room.
- Option 2 – Create additional restroom facilities on the second floor level of Lanigan (likely required by 2010 NYSBC code requirements for classroom facilities of this capacity).



Option 1
Two Seminar Rooms



Option 2
Four Group Studies



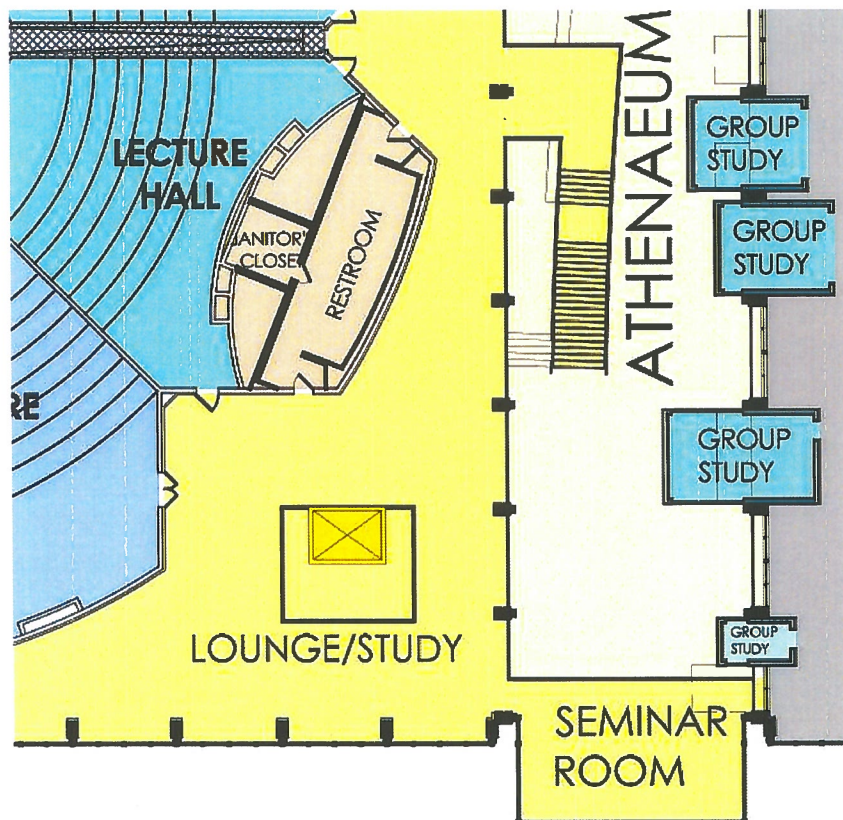
Option 3
Additional Restroom

These options (and others) could be exercised in some combination to best meet the overall needs of the programs within the building, and would need to be fully considered within the next level programming phase.

The Atrium Seminar Room

Space above the new entry into the atrium from the south could be used to create a relatively large meeting or seminar room in a very dramatic venue (that would have significant exposure to the Hewitt Quad and the interior of the atrium, as it would have significant glass on both sides).

The room would only be accessible from the Lanigan side, to ensure that it does not serve as a mechanism for circumventing the Library's security envelope. At two extremes, the room might be used for high profile "board meetings" or could function as a casual group study. The furniture installed there would likely be designed to make a significant statement, as would the light fixtures that would hang from above.



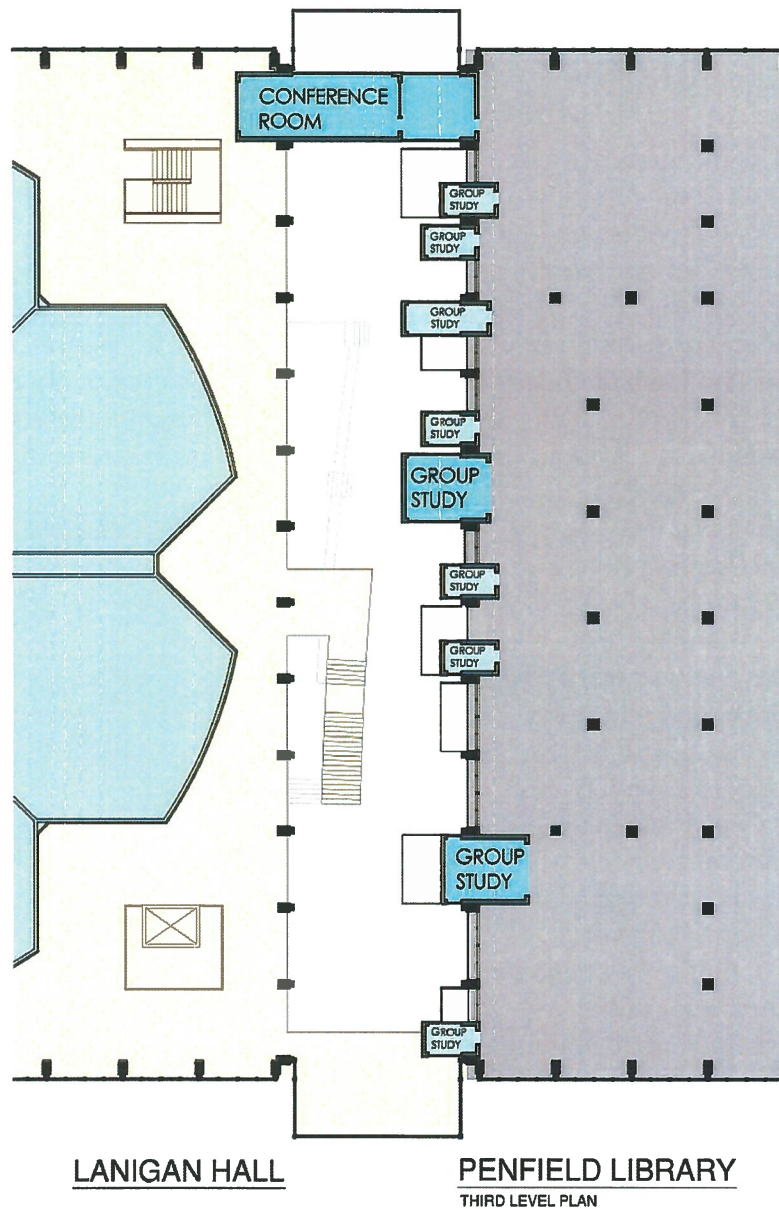
Overview of the Third Floor Level

Lanigan does not have a third floor level (except for the penthouse supporting the lecture halls); therefore, no changes are described within this study on that level.

In Penfield, a series of group studies are proposed to extend from the third floor level of the Library (nine are shown here) into the central atrium space. These “Atrium Skyboxes – Group Studies and Meeting Spaces” would provide interesting and unique study spaces and make Library study visible to the community in the atrium below. These rooms would only be accessible from the Penfield side of the complex.

The Atrium Conference Room

A conference room could be created along the back of the atrium third floor level accessible from the Penfield side only (there is no associated third floor level in Lanigan). The conference room could be configured to extend out into the Lanigan space as an interesting architectural feature. The space could also include a snack/reception area and would feature a commanding view of Lake Ontario and the proposed Lakefront Park to the north.



Changes to the Mechanical Systems and at the Roof Level

Because of the high-level nature of this Preliminary Study of Lanigan/Penfield Integration, an in-depth analysis of the various mechanical systems of these buildings was not part of the project scope. However, some understanding of the existing mechanical systems was required to evaluate opportunities that might be available to use various spaces more effectively.

This study did not include any consideration of electrical systems, supply and waste water, data, or lighting. We needed to consider issues of heating and air conditioning on the second floor level of Lanigan, however, because of issues with those systems and their spaces.

Lanigan Hall Air Handling Systems

The mechanical systems providing conditioned and fresh air to various parts of the Lanigan's second floor level currently make use of mechanical rooms above the stairwells in each of the four corners. It is our understanding that these systems are original to the building and that problems (such as collapsed duct work) exist in various parts of the building. In addition, the way that the mechanical systems have been installed in the building (partially recessed into the roof – partially extending above it) severely limits headroom on the upper floor level around the top of those stairs. In addition, a large interior structure exists in each corner, obscuring the existing windows and generally limiting the use of adjacent spaces. Finally, these mechanical areas are prone to frequent weather infiltration, causing considerable recurring water damage below.

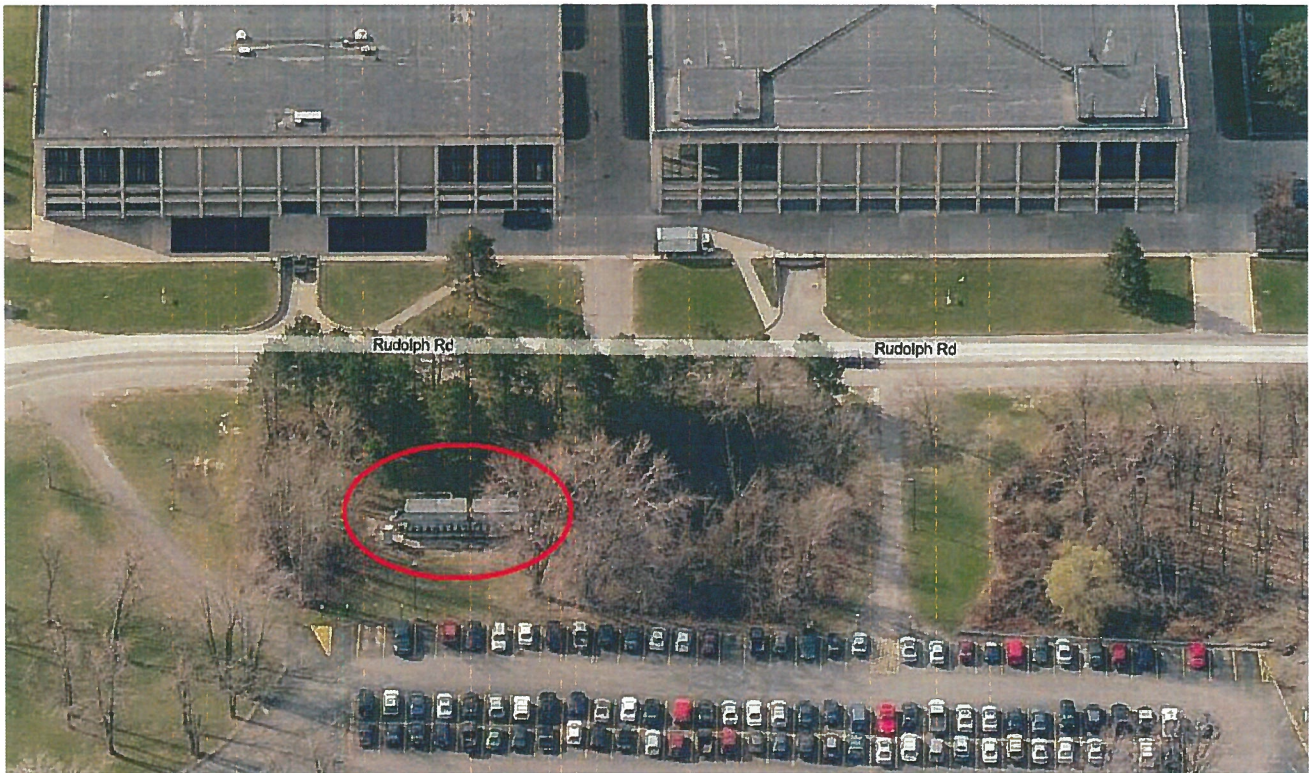
Revising the space on that second floor level would benefit substantially from a new mechanical system installed in a central location with better integrity (with respect to water and other natural elements). This study recommends that a new mechanical penthouse be created in the center of the



Lanigan roof. Moving the mechanical systems to a new location (and updating them) would also create the opportunity to phase interior renovations of the lecture halls and other spaces below, while also providing opportunities for the spaces directly beneath the current mechanical rooms to be transformed. The new penthouse would be sized to eventually house all of the new air handling units over the current central core (placed to ensure that no unit is located directly over a lecture hall to eliminate vibration transfer from the new equipment above). As subsequent changes are phased in various areas of the spaces below, the renovated spaces could be attached to the new air handlers and the old units could be disconnected and dismantled (with appropriate roof repairs).

Central Chillers for Lanigan and Penfield

A block of four chillers serve both Penfield Library and Lanigan Hall; they are located across Rudolph Road within a group of trees south of the parking lot and Lake Ontario. While the existing units are relatively obscured from the buildings by the trees that surround them, they currently form an obstacle to creating a peaceful and serene Lakefront Park to the north of these buildings.



Depending on the campus commitment and the availability of funding, there would be an opportunity to relocate the chiller towers to a more appropriate spot (also updating their systems) or to possibly install chillers on top of each roof (to help reduce the visual impact of these systems on the proposed park).

Penfield Roof

This preliminary study suggests that the central staircase of Penfield Library still has a useful form and function within the renovated building and within the larger Athenaeum. The current roof of the Library has a small skylight (part of a smoke evacuation system). Greater amounts of daylight infiltration into the floors below could enhance each floor, and would improve the beauty of the stairs themselves. We recommend that a larger skylight be installed above the stairs that extends out to the columns surrounding it.

Considerations for Phasing Renovations

While this Preliminary Study of Lanigan/Penfield Integration is not intended to fully define the complete changes that could take place in either Lanigan Hall or Penfield Library, one of its requirements was to provide options that could be phased over several construction cycles (including some more disruptive stages during a summer season and others that that could happen with minimal disruption during the semester).

Penfield Library and Lanigan Hall are key facilities on the SUNY Oswego campus; neither could be completely taken off-line for a period as long as a year or even a semester. Therefore, options that would disrupt most/all of one of these buildings for an extended period of time were not considered.

The plan presented within this report serves as an example of an approach to integrate and transform both of these buildings in a phased construction. Four key steps could begin the renovation path:

1. **Create the Atrium:** Developing the central atrium would prepare the way for other changes to begin within the complex (as they were ready). For example, once the atrium was available, a project to convert the central core of the Library space could allow the current Penfield entrance to be closed, permitting the south section of its ground floor level to be transformed by the next project. The atrium construction would be lengthy, but could occur with minimal disruption to Lanigan and Penfield
2. **Develop the New Mechanical Plan for Lanigan:** By creating the new penthouse for mechanical systems on the roof of Lanigan, portions of that building could be renovated as individual projects, and they could be tied into new mechanical systems as each is completed.
3. **Compact Shelving:** By first renovating the lower level of Penfield Library and installing compact shelving, the Library staff could begin the process of weeding various portions of their collections and moving them into dense shelving. This would free space on the Library's upper floors for other individual renovation projects to be completed.
4. **Renovate Portions of Lanigan's Ground Floor Level:** By moving offices and facilities along the south and east portions of Lanigan's ground floor level, those spaces could be renovated to allow the integration between the atrium and Lanigan to be completed, and to create the spaces that would eventually become International Education; that group could remain in Sheldon Hall until a later phase of the project; allowing their future space in Lanigan to be used in the early steps of the plan as swing space (for functions currently in Penfield or Lanigan that need to be moved while their eventual home was being finished).

These first four critical steps would form the basis of a plan in which several portions of the functions in both Lanigan and Penfield could be renovated through several construction phases until the entire project has been completed.

Concluding Thoughts

Within this Preliminary Study of Lanigan/Penfield Integration, we conclude that the possible integration of these two critical buildings at the center of SUNY Oswego's academic environment could be accomplished through the construction of a unifying atrium that would be interesting, dramatic, and functional. We believe that this study also shows how the integration across the complex could vastly exceed the impact of a renovation of both individual buildings; the whole would be much greater than the sum of its parts.



We also conclude that many programmatic benefits would result from the combination of key service partners in an “Athenaeum” (a collaborative academic support center anchored by existing services in Penfield Library and on the ground floor level of Lanigan Hall) and that the College should work to capture the energies and momentum that already exists.

We want to emphasize, however, that the allocation of spaces, the definition of service points, and many of the details implied within this preliminary study are simply meant to provide ideas and samples of what might be possible and create opportunities for discussion about what might be appropriate at the College. We want these high-level plans to be “an approach” that proves that the greater Athenaeum concept is possible within the parameters of this complex. Once that conclusion has been confirmed, the real planning work can begin.

CJS Architects (CJS) and Gene Spencer Consulting (GSC) both thank you for this opportunity to serve the institution on this study and are ready to respond to any questions or concerns this report may imply.

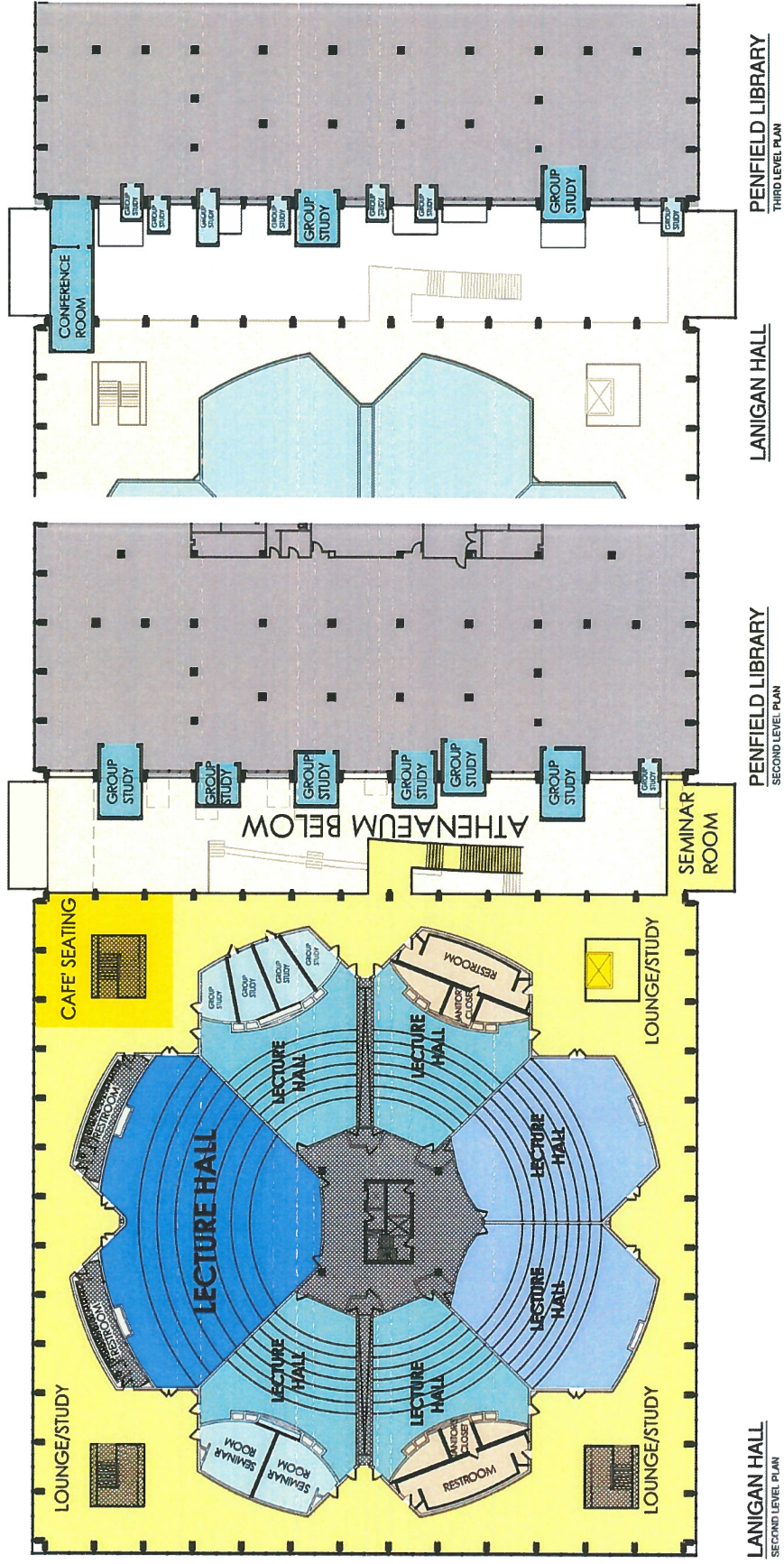
Appendix A – Ground Floor Level



LANIGAN HALL
FIRST LEVEL PLAN

PENFIELD LIBRARY
FIRST LEVEL PLAN

Appendix B – Second and Third Floor Levels



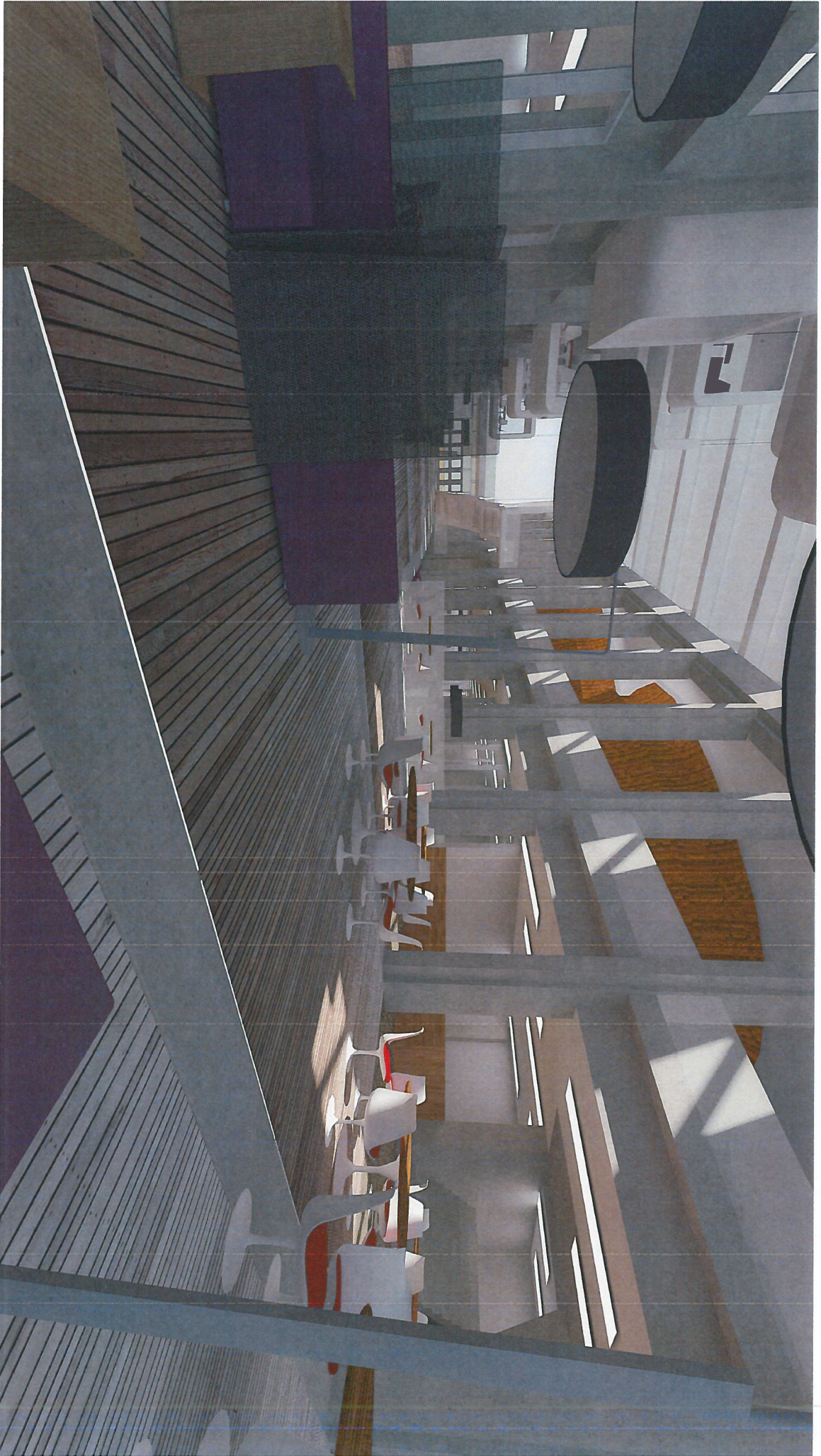


LAN











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Chaintreuil | Jensen | Stark Architects,
54 South Union Street
Rochester, NY 14607

COPY

Invoice

DATE	INVOICE #
8/23/2012	2012-80

BILL TO
SUNY Oswego R. Mark Cole Purchasing Dept. 402 Culkin Hall Oswego, NY 13126

DESCRIPTION	P.O. NO.	TERMS	PROJECT
		Fees	Due upon receipt
DESCRIPTION	QTY	RATE	AMOUNT
Feasibility, conditions, survey studies & reports Purchase Order # 002257P	1	18,900.00	18,900.00
Total			\$18,900.00

*Thank you
8/30/12
at the payment.*