

# Fiat Lux at McGill University: The last five kilometers of the marathon before final approval

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Designing Libraries X – University of Arizona Libraries  
9<sup>th</sup> October 2023

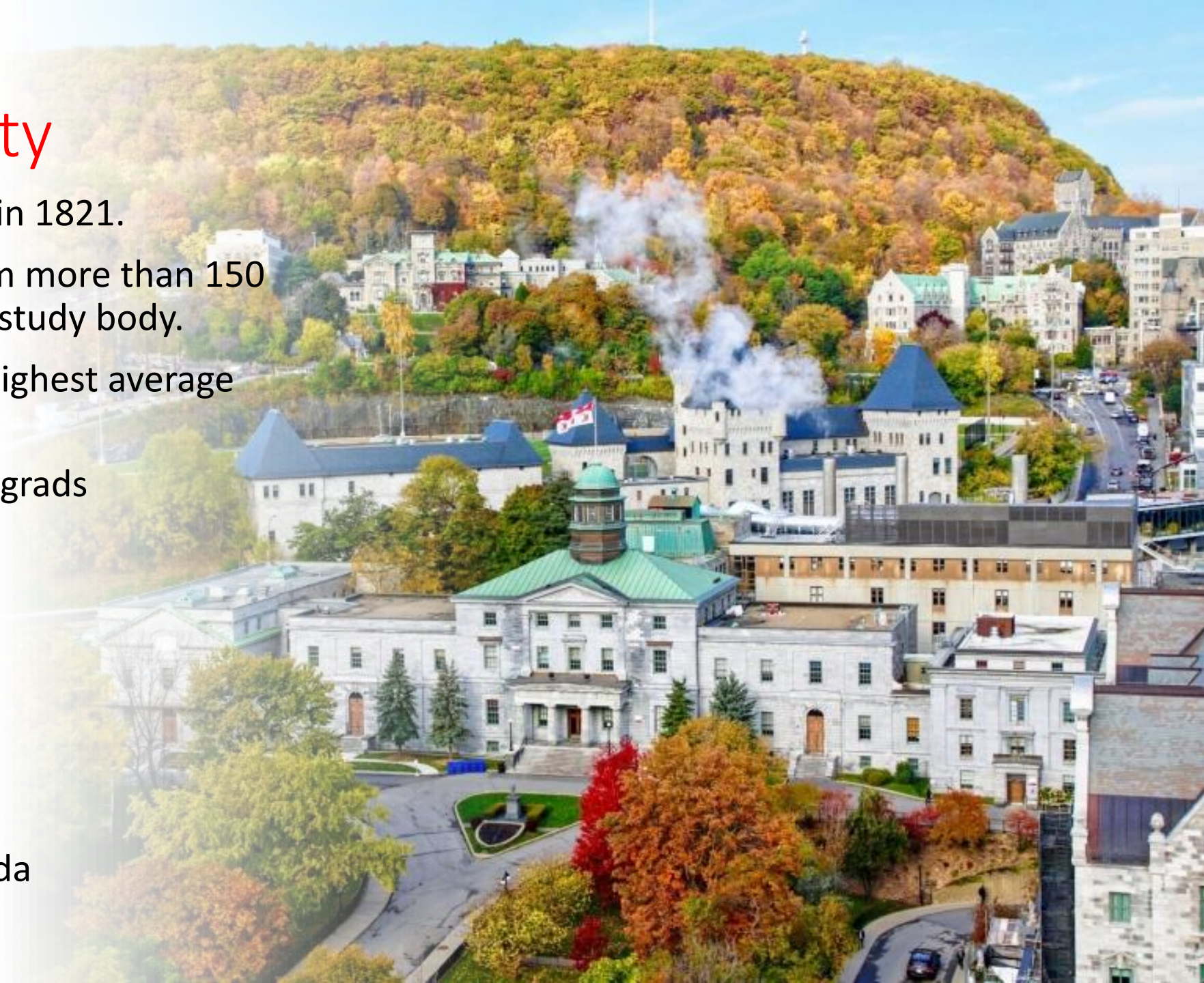


McGill

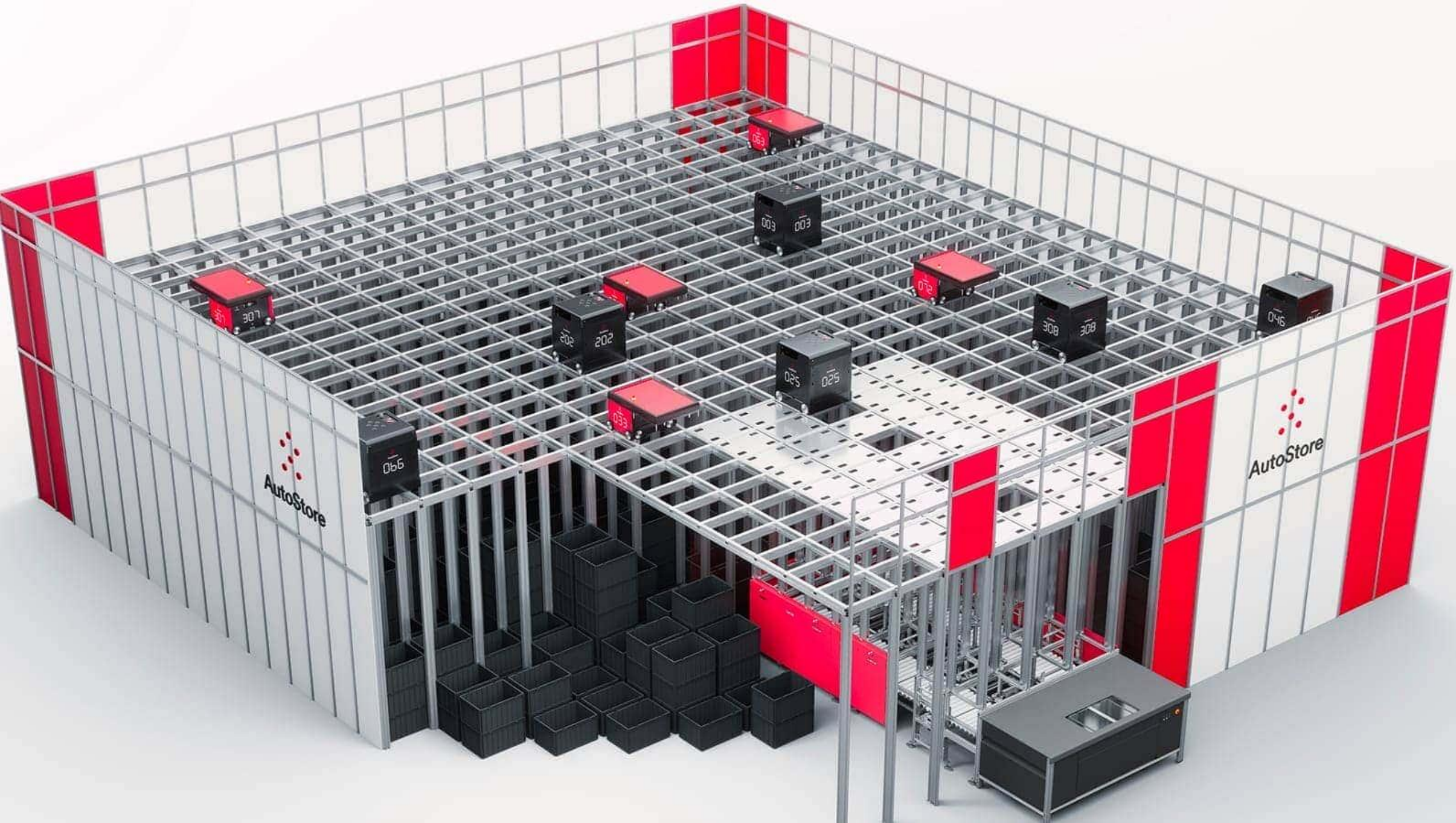
Library  
Bibliothèque

# McGill University

- Public university, founded in 1821.
- International students from more than 150 countries make up 30% of study body.
- McGill students have the highest average entering grades in Canada.
- 39,513 students, over 10K grads
- Mother tongue:
  - 47% English
  - 20.5% French
  - 32.5% Other
- Place of origin:
  - 47.25% Québec
  - 22.38% Rest of Canada
  - 30.37% International









INCO  
12345  
67890



INCO



NO PARKING  
EXCEPT FOR  
LOADING AND UNLOADING  
OF PASSENGERS





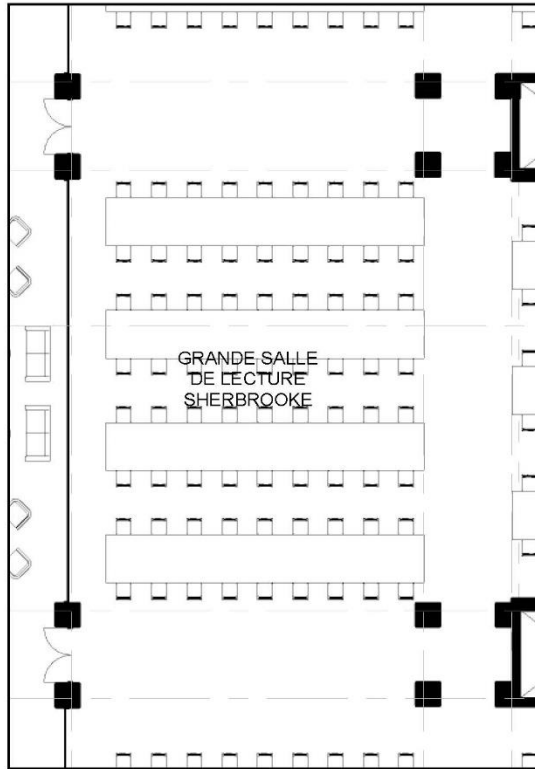






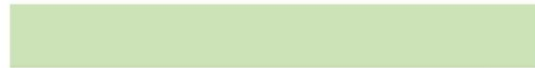
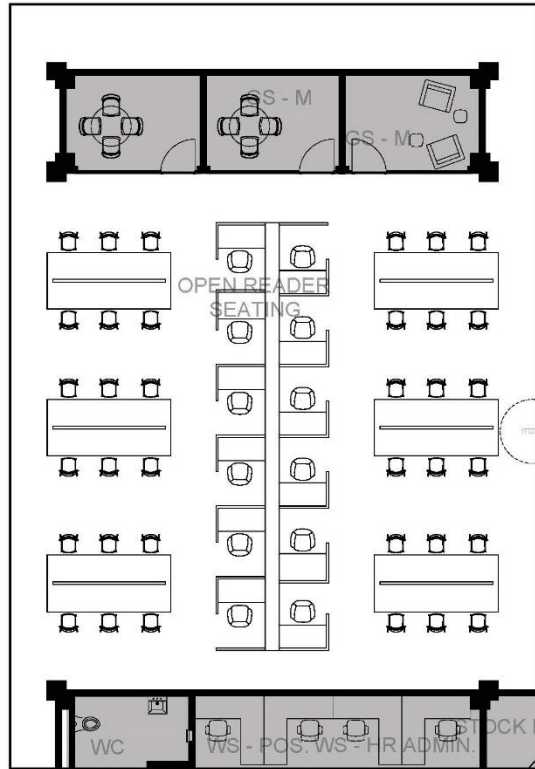
# TYPOLOGIE DES PLACES ASSISES

Ensemble du Projet Fiat Lux



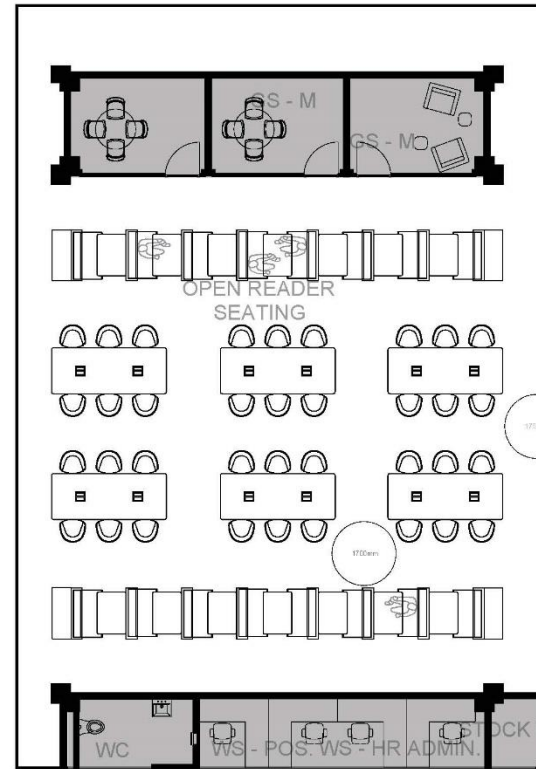
**Silent seating:** Reading rooms (enclosed)

**Types:** Carrels - tables with frosted panel dividers of two different heights (8 in. and 18 in.)



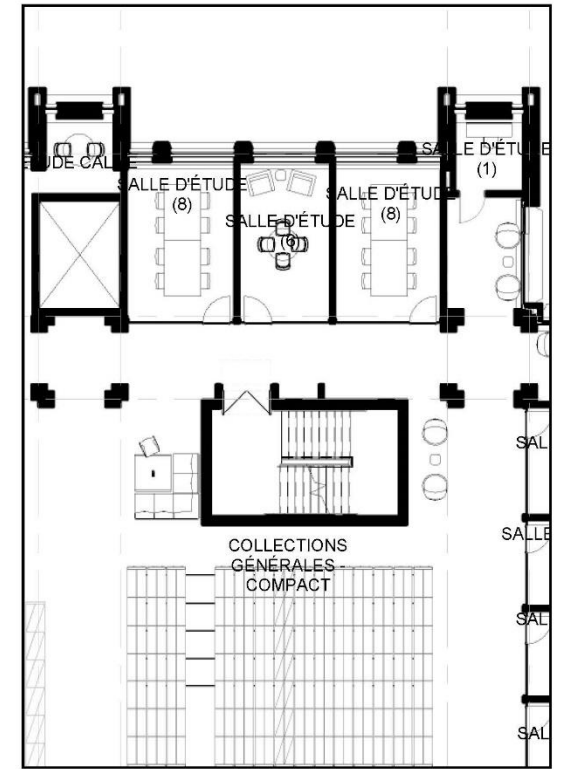
**Quiet seating:** Open reader seating

**Types:** Carrels - tables with frosted panel dividers of two different heights (8 in. and 18 in.)



**Social learning environment:** DISH, lounge, cafe

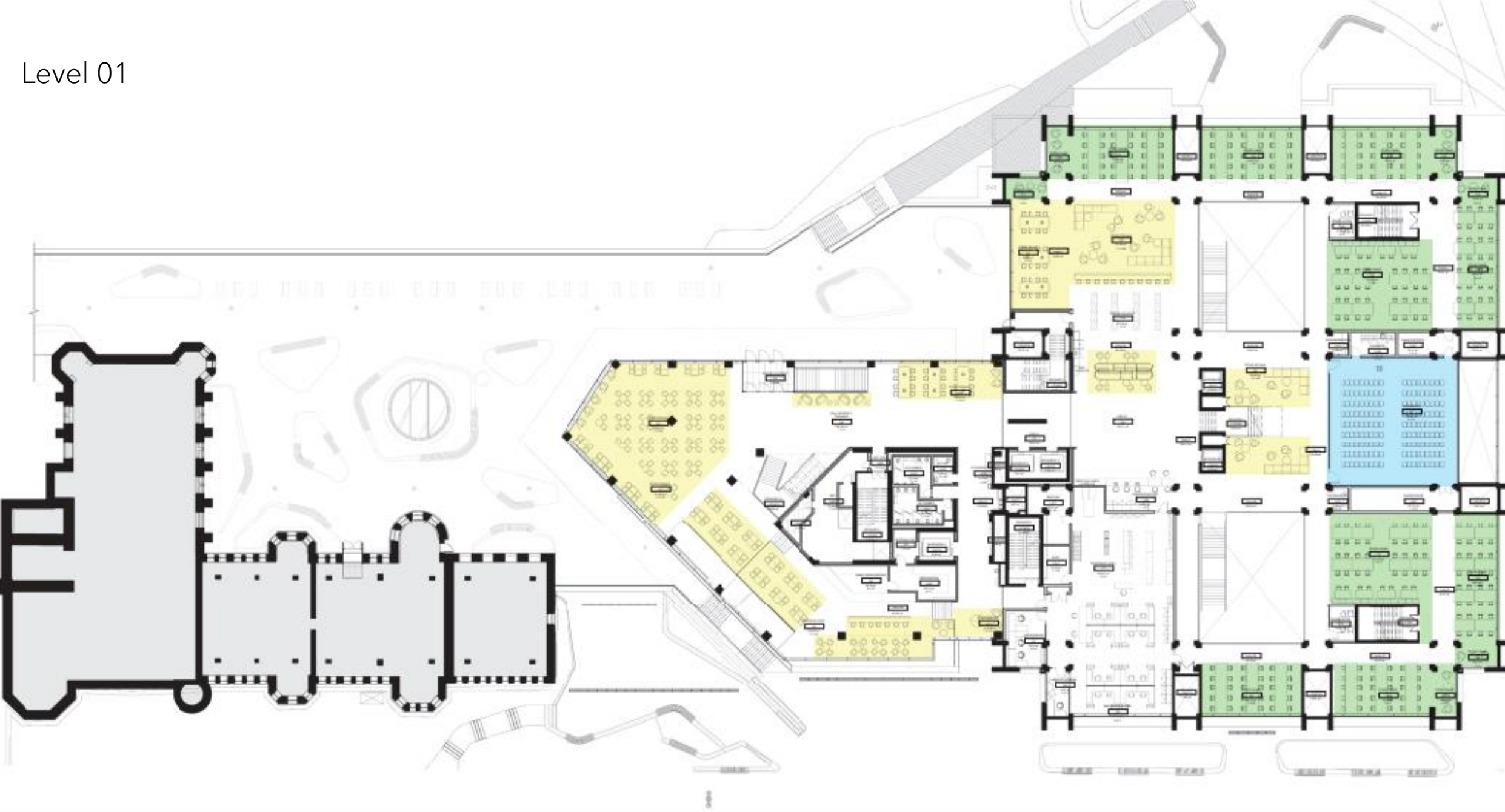
**Types:** Sound-absorbant furniture that is conducive to group work, furniture at varying heights, including some counter-height (approx. 39-inch) seating



**Group study:** Rooms

**Types:** Individual Study Booths, Small, Medium, Large

Level 01

























SALLE DE LECTURE  
FIAT LUX  
READING ROOM



















# The Beginning: Vision and Feasibility Study





# Project Structure

- Creation of the Fiat Lux Project Office
  - Outside of Facilities Management
  - Reporting to the Vice-Principal Finance and Administration
- Fiat Lux Executive Management Team
- Fiat Lux Steering Committee
- Multiple committees and working groups in the library

# Steps

- Feasibility Study
- Space and Technology Programs
- Architectural Concept and Plans – 60% complete
  - Architect Firms: Shepley Bulfinch (Boston) and Provencher Roy (Montréal)
- Government approvals on design and urbanism plans
  - Ministère de la Culture (Québec)
  - City of Montreal
- Approval from McGill's Board of Governors (Budget Model)
- Business plan to the Québec Government (Council of Ministers)
- Tender processes for construction – Anticipation: 2025

# Challenges





# Communications - 1

- Establishing the leadership of the project on the academic and library sides
- Consultation is crucial, throughout the project
- Do not communicate any timeline until final approvals (BoG and Government)...
- ... but communicate constantly on the vision and project progress
  - Faculty Councils, Senate, Departmental Meetings, townhalls, news articles, social media, etc.
- Communicate the vision, not the means – Make them dream with me!
  - The expansion "to the 5<sup>th</sup> floor" versus a library that will inspire and transform our students' experience

# Communications - 2

- Keep my ear to the ground and be proactive
- Let anyone express their questions and concerns, including publicly, but answer with rigour and conviction when needed – build trust and respect
- Students are key stakeholders and they will generally support any library renovation or building project
- Do not exploit students in the debate, anticipate perceptions
- Have many key community leaders speaking in favour of the project. Let them speak even if they don't have all the facts right

# Philanthropy

- Goal of 100M
- 63.5M confirmed
- Anchor donor for 50M
- Community driven project, from the beginning... and will be to the end
- Many needs and projects proposed to donors, as always
- Difficulty to conclude agreements with donors until the project is officially approved by the Board of Governors and governmental authorities → conditional agreements

# Changing Leadership

- Keeping the same project leader from beginning to end may be ideal but not often possible
- My arrival was at 30% of architectural design
- Read everything that was written and drawn
- Many conversations with my predecessor, members of the team, higher administration, donors, members of the community, etc.
- Opportunity to influence positive changes, and even correct things that went wrong, while respecting the concept and original vision
- Do not make a revolution

Thank you!



McGill

Library  
Bibliothèque

# **KEEP CALM & CARRIER ON**

breaking new ground in a  
context of change

Bethany Nowviskie, Ph.D.

Dean of Libraries & Chief Academic Technology Officer

**A “journey to construction”  
influenced by context...**

**& a building project as a  
product of self-understanding.**



# A story in three parts:

- Contexts of change at JMU
- Designing Carrier Library as a future building and a present-day project
- Our philosophical and pragmatic through-lines

**a “long life and a loose fit”**

# Contexts of Change











## Being Seen for Who We Are

### BEING SEEN

HOW WE GOT HERE

WHERE WE GO  
FROM HERE

CARNEGIE  
COMMISSION

Play the video ▶

James Madison University's world class academic excellence and national prominence has been validated with a new Carnegie Classification of R2 Doctoral University with high research activity through the Carnegie Commission. [Read the full release.](#)





# **Designing a Present-Day Project Alongside a Future Building**

[JMU Libraries](#) >> [Faculty Services](#)

# Faculty Services

JMU Libraries provides expertise in **educational technologies, instructional design, digital projects, research, information literacy, scholarly communications, classroom technology**, and so much more. We also manage physical and online **collections** to support your research and teaching. If you're not a faculty member or instructor, switch to our resources for [students](#), [staff](#), [graduate students](#), or [visitors](#).

## We're here to help you:



Use technologies in your teaching



Create dynamic learning experiences



Get tech support



Access library collections



Advance your research



Explore library spaces

## JMU Libraries & Teaching

### Preparing for Classes

- Learn about effective teaching practices
- Create high-quality instructional media
- Get recommendations for course-specific collections

### In Your Classes

- Invite experts to guest lecture
- Visit unique spaces to teach new content or skills

### After Teaching

- Request help to assess teaching and student learning
- Learn about new pedagogical strategies & tech





ROSE



MUSIC LIBRARY

4  
**JMU** Libraries  
LOCATIONS



ETMC



EXPRESS



CARRIER LIBRARY

B

L

M



***Complex!***





CARRIER LIBRARY

Carrier Library  
♿

brightspot strategy | JMU Libraries

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# JMU Libraries Service & Staffing Strategy

JMU Carrier Library Renovation & Expansion

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October 2021

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**BRIGHTSPOT**

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A BURO HAPPOLD COMPANY

# The Future Carrier Library

RENOVATION & EXPANSION: HOME

THE FUTURE CARRIER LIBRARY

IMAGES >

VIDEOS

MEMORIES

ALTERNATE STUDY SPACES

FAQS

NEWS

SUPPORT



Artist's rendering of the arc at the redesigned existing entrance (left image) and the new entrance facing Grace Street (right image)

## Preserving the past; creating new futures

The Carrier Library of 2026 and beyond will enable Dukes and community members to learn from the past and create new futures. Whether exploring well-preserved local history materials or designing a virtual reality landscape, students and researchers will benefit from the spaces and services made possible by this renovation and expansion. The new Carrier Library will be one that befits JMU's status as a [national university](#).

## An intellectual and literal crossroads for campus

By providing connective paths between nearby buildings and removing physical barriers to access, the design of the new Carrier Library encourages the flow of people, ideas, and creativity. A library is an intellectual crossroads for any community or institution that it's a part of, and the new Carrier Library will be a literal crossroads for JMU.

## Opening up and welcoming all

A beautiful and accessible new entrance facing Grace Street and a welcoming arc at the redesigned existing entrance will visibly demonstrate JMU's openness and commitment to engage with the broader community and the world. Whether entering through the preserved 1939 entrance or one of these two new grand entrances, visitors will be welcomed by light-filled, airy spaces that lead intuitively to various features of Carrier Library. Enjoy these [artists' renderings of the future Carrier Library](#).

JMU Libraries >> News >> Carrier Library Renovation and Expansion to Begin in May 2023

# Carrier Library Renovation and Expansion to Begin in May 2023

Posted on: October 18, 2022

A new and [expanded Carrier Library](#) is on the horizon!



Artist's conception of the future southwest entrance to Carrier Library

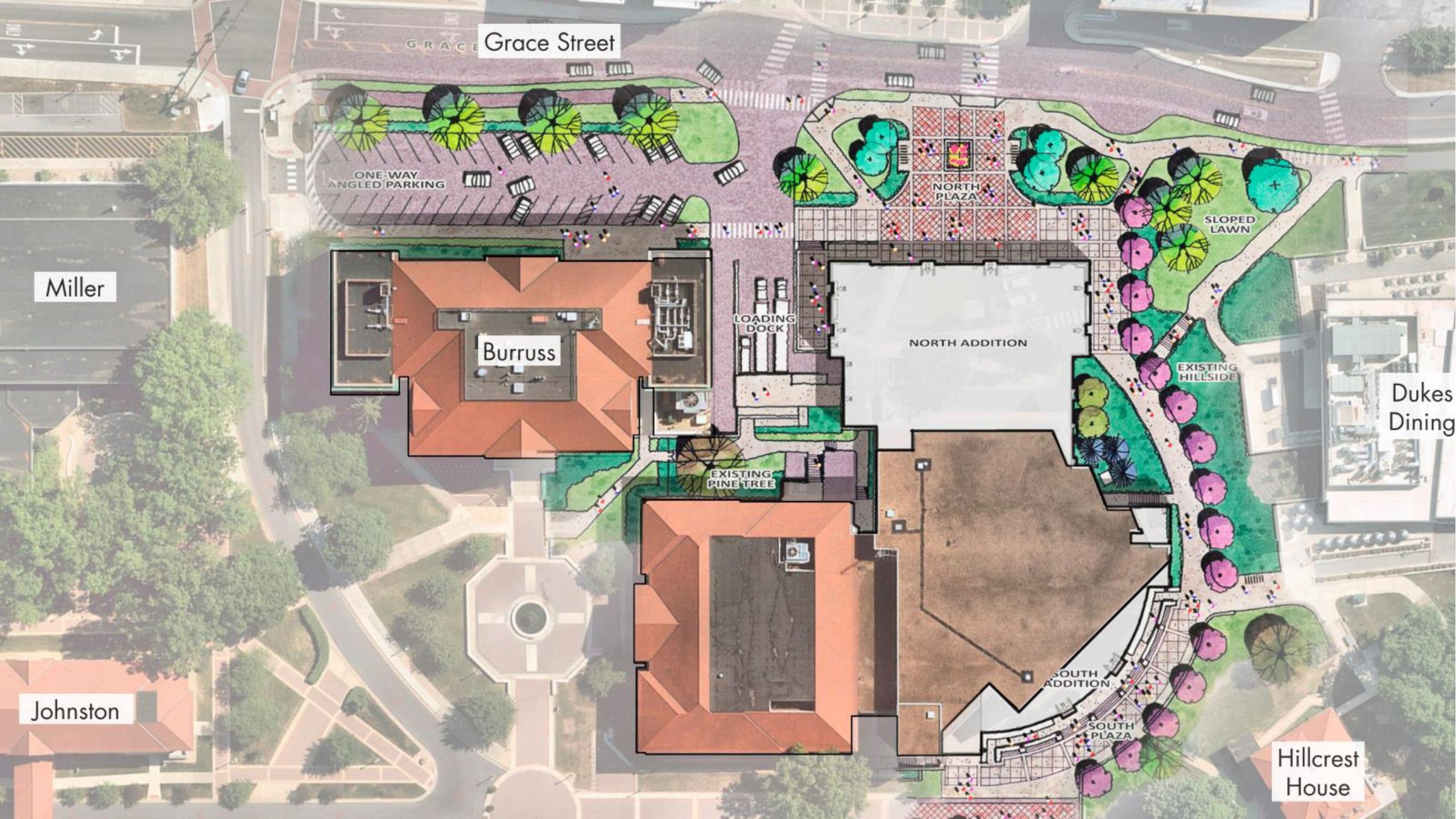
**The Commonwealth of Virginia recently approved funding for a major renovation** and expansion of Carrier Library. This support will help us create a more welcoming, safe, inclusive campus library with modernized systems, reenvisioned services, and inspiring spaces for teaching, learning, research, and expert consultation. The renovated building will also include space for the **Furious Flower Poetry Center!**

**Construction will begin in summer 2023.** Carrier Library will remain open for the 2022-23 academic year. You might see some changes in the building this year, such as new locations for furniture or collections, as we prepare for renovation. The building will then [close for construction](#), which will likely begin soon after graduation festivities in May 2023.

**Rose Library, the Music Library, and the Educational Technology & Media Center will remain open** when Carrier is under construction. JMU is also preparing additional spaces on campus to meet your needs during construction.

**Carrier Library is anticipated to re-open in Fall 2026**, following the successful completion of this major renovation and expansion.

**Why is JMU renovating Carrier?** Concerns about accessibility and ADA compliance, crowding, safety, and overall navigability of the aging facility are the motivating factors. We want the [new Carrier Library](#) to be universally accessible, easy to visit, environmentally responsible, and welcoming for Dukes and local communities! This is also a once-in-a-lifetime chance to update and reimagine Carrier Library for JMU's future as a [national university](#). The new building will include 24-hour student study space, beautiful reading rooms, outdoor terraces and a café, consultation and group study rooms, and expanded facilities for library instruction, innovative educational technology, digital scholarship, distinctive collections, and more.



Grace Street

Miller

Burruss

NORTH PLAZA

SLOPED LAWN

LOADING DOCK

NORTH ADDITION

EXISTING HILLSIDE

Dukes Dining

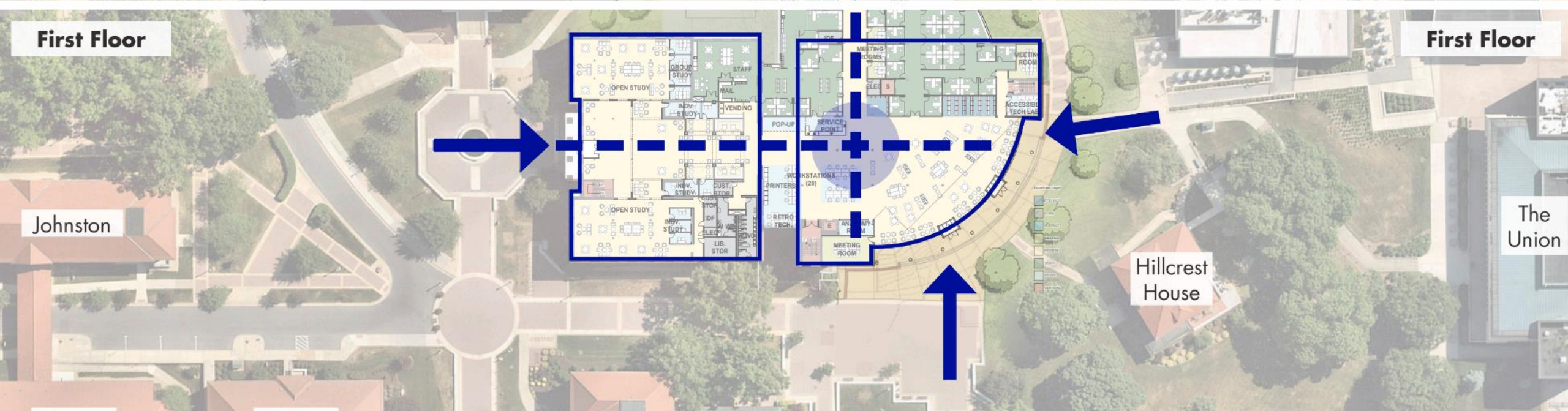
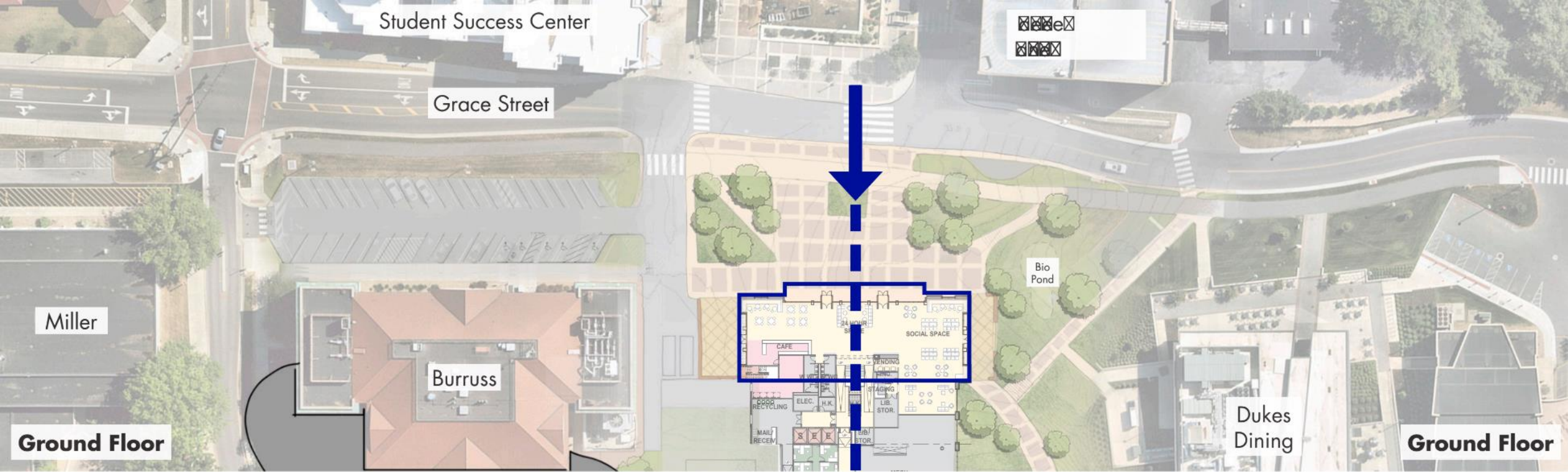
EXISTING PINE TREE

SOUTH ADDITION

SOUTH PLAZA

Johnston

Hillcrest House







LIBRARY

LIBRARY













CARRIER LIBRARY

→ Academic Center  
→ Student Center  
→ Carrier Library  
→ Dining Hall  
→ Student Union



New/Renovated | Existing

CARRIER LIBRARY

















# Furious Flower Poetry Center

**FURIOUS FLOWER**

ABOUT

OUR PEOPLE

FURIOUS FLOWER  
BROADSIDE  
GALLERY ▶

FELLOWSHIPS &  
PRIZES ▶

PROGRAMS ▶

ARCHIVES &  
RESOURCES ▶

DONATE

**Celebrate. Educate. Preserve.**

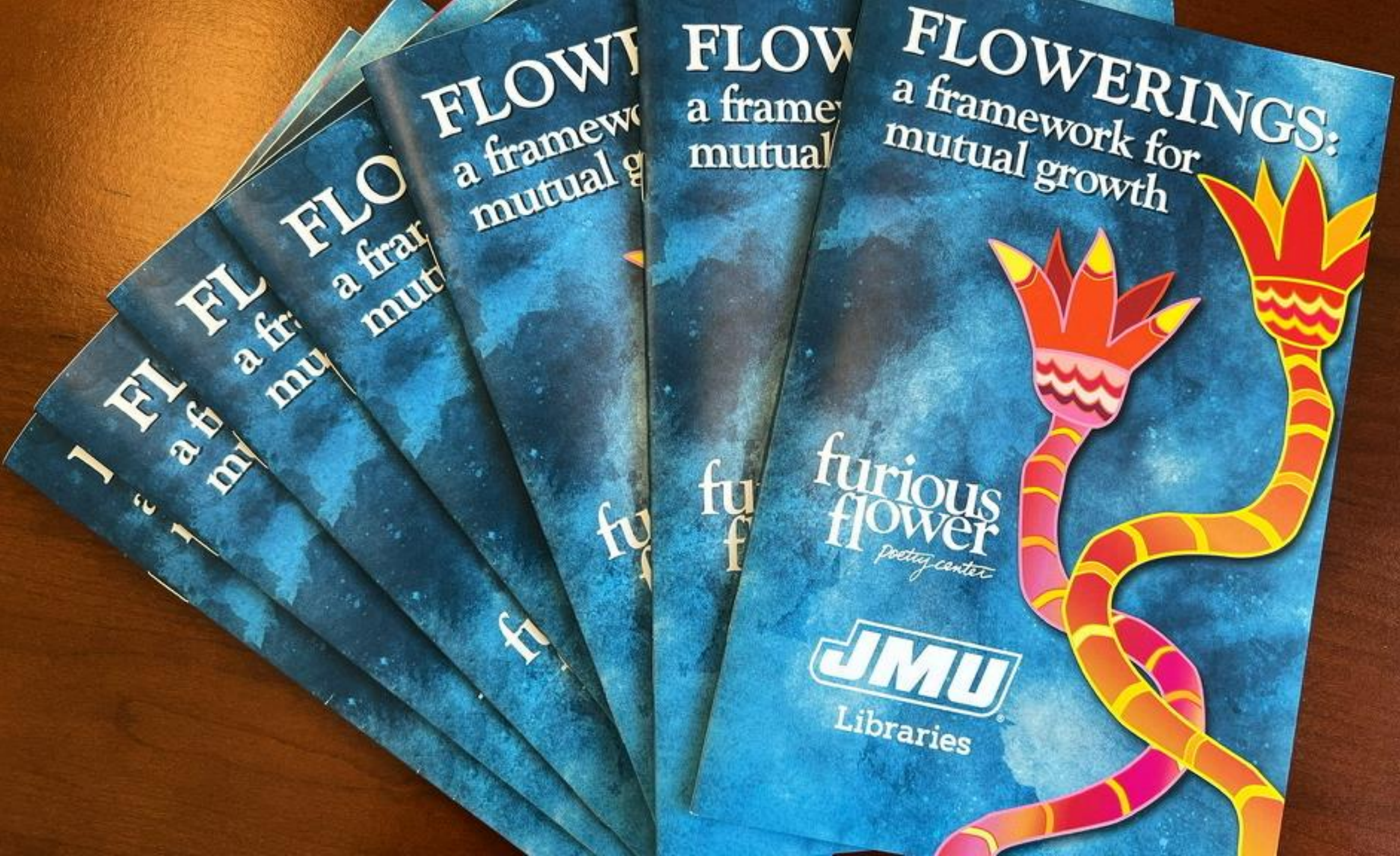
The nation's first academic center for Black poetry, Furious Flower was established on the James Madison University campus to serve creative writers, literary and cultural scholars, and poetry lovers everywhere.

**DOWNLOAD OUR 2023 FALL PROGRAM**



## Spotlight

**Announcing Furious Flower IV!**



# FLOWERINGS:

a framework for mutual growth



furious  
flower  
*poetry center*

**JMU**  
Libraries



POINT

# **Philosophical Through-Lines**

○ JAMES MADISON UNIVERSITY ○



- Universal design and a focus on welcome & equity
- Being an intellectual and physical crossroads
- Honoring the past and connecting the old with the new
- An ethic of care — for individuals and systems
- Understanding organizational resilience

# **aLERT to aLOT**

○ JAMES MADISON UNIVERSITY. ○





KEEP  
CALM  
AND  
CARRIER  
ON



**Get  
connected  
in  
the  
libraries!**



CARROLL LIBRARY  
NEW BOOKS

**Thank you!**