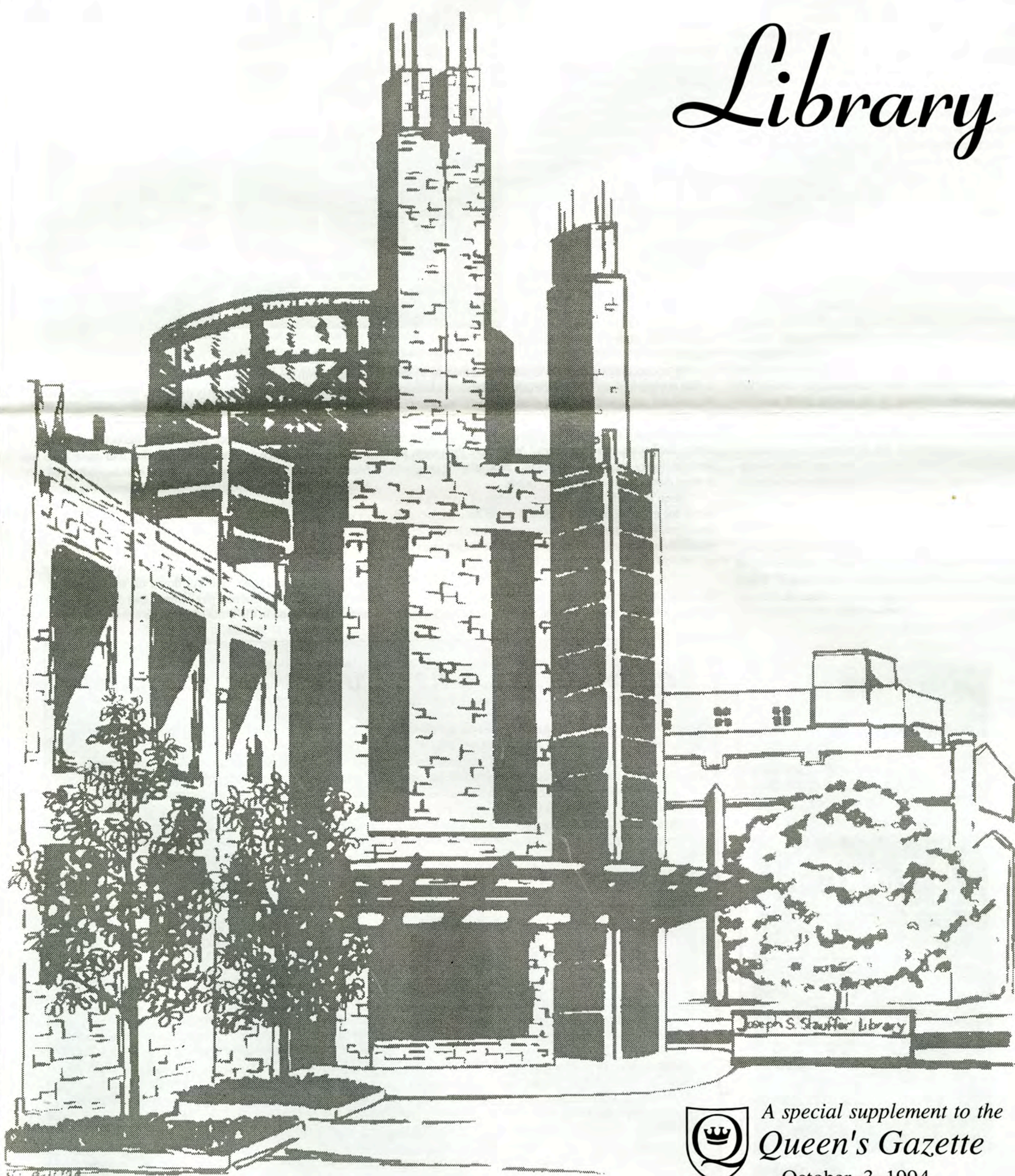


The Joseph S. Stauffer Library



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THE LIBRARY

Queen's Stauffer Library

Linking the printed past of academe to the electronic future of the information age

The \$42-million Joseph S. Stauffer Library is more than just a larger home for Queen's book collection. The gleaming new building at the corner of Union and University represents a major shift in the role of the academic library.

"It's the centrepiece for library renewal," says Paul Wiens, Queen's chief librarian. "It stands for a revitalized library system." Its mandate, he says, is to link the print and electronic dimensions of the information universe. "Stauffer is representative of the transition between the two," he says. "It marks a watershed as far as information resources are concerned."

Mary Mason, associate librarian for public services, agrees. "We're moving more towards leasing and borrowing information than previously. It's a shift from ownership of print material to getting articles on demand. You now don't need to own things to have access to them."

"It's a blend of two aspects," says Stan Yagi, assistant director of the Department of Computing Services. "Stauffer represents the merging of the best of traditional libraries and the best of new technology coming forth."

"You're still going to have lots of stacks, comfy places to read, study carrels. Many people have said they wouldn't want to give that up. But at the same time, it's trying to get into the technological age. It's a really exciting concept."

Dr Alan Green, who championed the Stauffer project and is now deep into the \$12-million renovation plans for Douglas Library - the other half of the Central Library Complex - takes a broader view of the new library. "When we finish Douglas we will have reshaped the core of the university, and at this core will be all the disciplines - social sciences, humanities, science, and engineering. Students, faculty, and staff will use these libraries as the central point in the campus. It will be a major change in which disciplines will ultimately interact."

"The complex problems of the 21st century will require people with a whole range of talents," he says, "and the central library complex is one way to bring the various groups together."

The 'virtual library'

More than just a new building with up-to-date technology, Stauffer represents what one library research group has called "the transition from the physical to the virtual library." It puts

the library at the hub of the vast network of people and resources that make up the academic process at Queen's.

"It means that the library starts outside the library," Mary Mason explains. "The matter of organizing and finding information is becoming more and more part of the fabric of learning. It's a shift in what a university education is about."

"Before, you could go to university and learn your profession and go out and practise what you learned. Now things are changing so rapidly that you can't depend on what you learned. With electronic technology, you have the skills to continue your education yourself."

The explosion of computer technology is exciting, says Mason, "but it's so labyrinthine and complex - there's that whole area of navigation - that libraries are now into instruction and identifying sources. Organizing and providing access are a major, major challenge."

The development of software programs such as QLink (pronounced "clink" by students) and the use of Ethernet cards to access the Internet from just about any carrel in Stauffer will enable users to, in Mason's words, "sit down, and at their leisure, explore the use of the library's information resources."

"We're encouraging students to realize that the way to start to find out information is to use the different kinds of electronic indexes and resources. We're using electronics to augment traditional resources. And we're trying to make people aware that there are institutional programs available to help them use the library facilities to the best effect." Now more than ever, she says, the library must work with faculty in developing programs to meet those information literacy needs.

"Queen's already has a shining example of such an initiative in the information literacy program and database network developed in the Bracken Library, both of which were established through close cooperation between the library and faculty," Mason says.

Ease of access essential

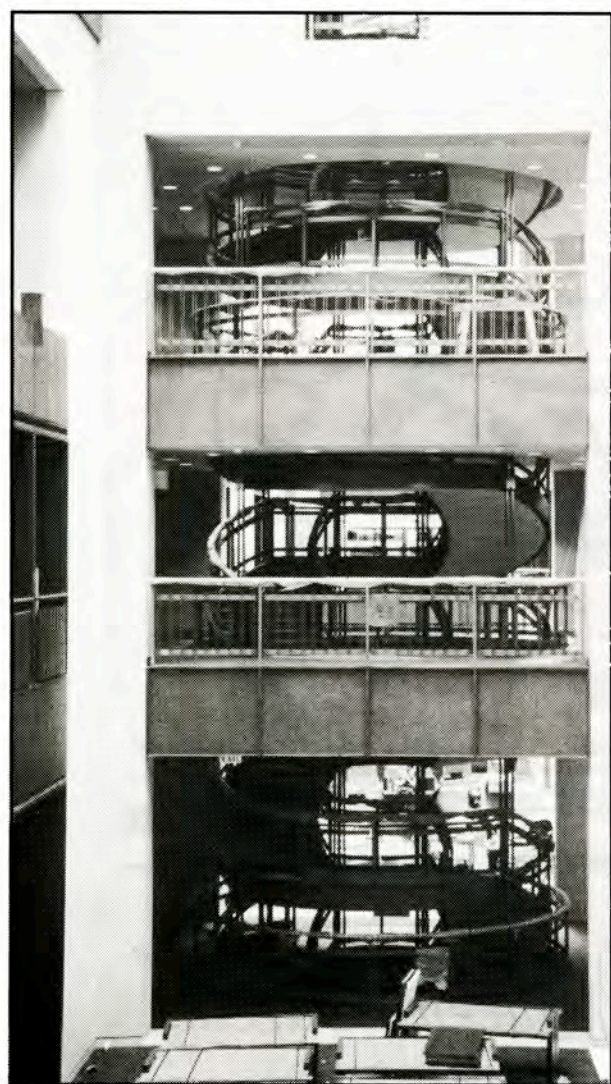
In human terms, library renewal means a new emphasis on



service and instruction. "We're trying to provide information services with declining resources and still try to meet the demand for research and scholarly material," Mason says. "We also want improved service - until now, our service has suffered from the constraints of the old building."

At Stauffer, better service begins with the building itself: it offers more space, a more logical layout, and more user-friendly facilities and equipment. "There was no sense of *library* at Douglas," assistant librarian Barb Teatero explains.

Stauffer, however, is a different story: "The architecture of the building is such that people feel very comfortable in that space. There's lots of natural light, lots of views. There's been a great deal of attention to the placement of the fixtures in the context of the architecture." Stack-sorting areas on each floor, for example, will cut down on sorting and reshelfing time. Washrooms, pay phones and drinking fountains can be found in the same location on every floor. "Ease



The Internet: A new volume on the shelf

The presence of computing and instructional development departments in Stauffer Library exemplify the move from the "physical" to the "virtual library" at Queen's.

The relocation of the Department of Computing and Communications Services' Computer Information Centre from Dupuis Hall to the main floor of Stauffer is one example of the library's commitment to "information literacy."

"It's a place where people can try out the various workstations," says Stan Yagi, assistant director of computing and communications services. "It's also a place to get help in navigating the Internet."

"What we're hoping to do, as people come in and use the library, is to show them that if they're looking for information, part of that is knowing not only where to look, but also how to get there. Using various platforms, we'll be able to demonstrate how to access the scholarly computing environment. We're hoping to cover both ends of the information retrieval and search aspects."

Moving with the centre is the computer department's Computing Services group, headed by Yagi, which will occupy office space on the lower level of Stauffer. His 18 support staff will share an electronic training room with library staff.

"It's an exercise in cooperation," Yagi says. "We'll be jointly teaching courses on how to use the tools and equipment that are available. Primarily a teaching facility during the day, the room will be open at night for general use by students, staff and faculty."

Complementing the student-oriented facilities will be the Instructional Technology Unit. A joint venture between the computing service department and the Instructional Development Centre, the unit will help instructors discover ways of using electronic technology to improve the teaching process.

The library itself will feature nearly 100 microcomputers for library users. Computing facilities will range from limited "express" functions - stand-up stations for quick access to the library's on-line catalogue - to the virtually limitless access, via Ethernet and nearly 500 connection points throughout the library, to the Internet. Other facilities include CD-ROM databases and some multimedia stations - what Stan Yagi delightedly calls "the whiz-bang stuff."

Currently, though, the computing department's main focus is navigating the Internet, Yagi says. "It's a true art. It's very confusing for users. It's not only a question of how do you know how to get there, but what equipment to use. Every piece of equipment looks the same. We can't fully equip all the workstations, and not all the workstations are multi-media."

"There's a lot of hype about the information highway," he says, "but it's not yet as easy as picking up the phone."



of access and assistance were the underlying and philosophical principles," she says.

Better service poses some special challenges to library staff, among them the move from a non-Windows to a Windows-based computer environment. No longer just curators of the collection, staff must now be able to guide students and faculty through the complex world of electronic information resources. "We're looking for ways to control the electronic environment," Teatero says. "It's such an uncontrolled environment right now, and how to interpret and deliver it to the students in a meaningful way is the next challenge."

Working with the library in fulfilling this service need is the Department of Computer and Communications Services, which is moving its Computing Information Centre, as well as its Computing Services Group, to permanent quarters in Stauffer. Also sharing this spirit of cooperation is the Instructional Development Centre, which in conjunction with Computing and Communication Services has set up a technological instruction unit in Stauffer that will focus on the uses of technology as a teaching tool.

'A library without equal'

And what of the person at Stauffer's helm? How does it feel to be in a position that most librarians can only dream of? One week before moving into his new office at Stauffer, Paul Wiens has mixed emotions, with the balance heavily on the positive side. "At the moment," he says, glancing around his disassembled office, "we're balancing feelings of great optimism - Stauffer will allow us to offer an entirely new kind of library service - with concern and strong determination to meet the tremendous challenge of bringing the new building on line."

He tries to look worried, and then euphoria takes over. "It's fantastic, wonderful," he beams. "No other university in the country has this kind of library development going on. Not only do we have a new humanities and social sciences library, but we're undertaking the second phase of the central library development program. It's a fantastic opportunity for this university to develop a library service without equal. It's a terrific library system."

This opportunity, he is quick to point out, couldn't have come about without the commitment of all the Queen's employees involved. "I've been enormously impressed and gratified by the way library and computing staff have pulled together to meet such a demanding workload - planning services, building facilities, moving a collection of 1.5 million items, developing new computer networks... A huge amount of work has been accomplished."

"And because additional staffing for Stauffer must be absorbed within the library's existing staff complement, we have reorganized a number of library departments to handle the anticipated increases in library activity. Again it is a wonderful credit to our staff that they have responded with such cooperation and support. We continue to rely on the efficiency and energy of a great team of library staff."

Still, even as Stauffer solves many of the problems of the old library system, some issues remain constant. Library funding, for example, is an unrelenting concern, Wiens says. While it gets "a tremendous amount of support" from the institution, student groups, and alumni, he says, the university simply can't afford to provide increases to keep up with climbing costs of acquisitions. Journals and serial prices, for example, have increased "horribly" in recent years.

"Even with a five-per-cent increase in support by the university, we still had to cut \$750,000 worth of serials from our acquisitions." Donors are important to the library, he says. "We're relying more and more on individual donations. They're becoming increasingly important as the university finds it increasingly difficult to keep up with price increases."

From grommets to chairs: Cooperation key to planning and design of library furnishings

The next time you plug your laptop into one of Stauffer Library's new research carrels, take a good look at the electrical and data outlet. That connection to the library's electronic nervous system represents two years of research, planning, and an overwhelming unity of vision by five working groups of architects, library staff, and others given the task of filling the library's gleaming new interior.

"The whole project is an example of a rare coming-together of a lot of things - it's something quite remarkable," says Barb Teatero, assistant librarian for space planning. Although those black plastic outlet covers were just one of the million-and-one details dealt with by the groups, they played an important role in the overall design of Stauffer's furnishings, fixtures, and equipment (FF&E to the initiated).

In design terms it's called "wire management." In real terms it means equipping work stations with conveniently and logically placed connection points to the library's electronic systems. The size, make-up, and most importantly the location of connector grommets and electrical outlets are indicative of the hundreds of hours of thought that went into furnishing and equipping Stauffer Library.

"It was a daunting task," says Teatero, head of the five working groups. "Everything had to be designed with attention to wire management requirements, dimensions, the building program... and then it was a matter of refining and refining. The architects were retained to assist in the finishing, and to ensure that the user furniture was compatible with the architecture."

Achieving that perfect fit was a difficult process. "It took us a long time to put down on paper the requirements," she says. "Aesthetics were important - we wanted things to look as if they belonged. For example, the cherry stain on the furnishings matches the panelling. The aluminum channelling on the research tables and index tables is repeated in the shelving's end panels and echoes the aluminum finials on the exterior. The metal elements are carried through the building."

"Ultimately the furniture was designed for the library in consultation with the architects," Teatero says. Working with Valley City, the Dundas-area firm chosen to make most of the furniture for Stauffer, committee members guided the designs through plywood prototype and finished-product stages, making changes along the way.

It was not a cookie-cutter process; each type of furniture had its own special requirements. Some research carrels are larger than others; some have lockable bins and some have open bins, for example. Atrium carrels had to be scaled down to fit their niches along the edges of the atrium gallery.

Stauffer's chairs, too, are the result of a long-term search for something durable and comfortable yet aesthetically pleasing. Two main types were chosen: a Snider chair, which Teatero says is "a nice, neat, small chair, ideal for equipment stations," and a Slovenian-made chair for carrels and desks.

"We looked for two years for a suitable chair but saw only one model, by Nienkamper, that was almost what we required." Two days after being told that their product was close but needed modifications, the company came back with a prototype of a chair manufactured in Slovenia that fit the committee's requirements exactly.

The finished product - which in the week before Stauffer's opening were piled three high in every spare corner of the building - is an indestructible-looking yet

aesthetically pleasing wooden armchair. The continuous line created by the slatted back as it curves into armrests reminds you of collegiate furniture of the '20s and '30s; and the cherry stain harmonizes with that used in the panelling, work stations, and user furniture throughout the library.

The chair exercise was an example of the cooperative spirit that made the FF&E exercise so rewarding, Teatero says. "We couldn't have achieved the solution without the cooperation from the manufacturer and the architects. It was typical of the close interaction on the project - and the end result is just marvellous."



That marvellous result couldn't have been achieved without the university's support, she says. "Stauffer is a unique building that shows a willingness on the part of the university to buy into this spirit."

Teatero also gives great credit to Bill Truch, the manager of the Stauffer project. "The whole FF&E exercise was outside his contract, but Bill was involved in all of it," she says. "He had the budget and critical path diagram completed within 10 days of being hired, and we're right on target."

Compact units raise shelving total to 50 kilometres



The electronic wonders of Stauffer Library aside, what about that most basic of library fixtures, shelving? Included in the 50 kilometres of shelves to be found in Stauffer are 631 double-faced sections of mechanical compact shelving.

It's called compact because it takes away the need for permanent (and floor-consuming) aisle space. Rail-mounted shelf units are pushed together four or six deep; an easily turned hand-crank on their end panel separates each shelf unit from its neighbour, creating room for the user to slip in and retrieve what they need.

A relative newcomer to collegiate libraries, compact shelving permits the storage of twice as much material as conventional shelving in the same amount of space, says Barb Teatero, assistant librarian for space planning.

Although compact shelving is the most prosaic-looking of Stauffer's many marvellous fixtures, it was a major element of the library's interior design. "The building was designed to accommodate compact shelving on all levels," Teatero explains. The floors, which can carry up to 250 pounds per square inch, are covered with a two-inch concrete cap that, in future, can be chipped away and replaced by the metal rails for additional compact shelving units. "The future floor carrying capacity is quite significant," she says.

Compact shelving permits efficient storage and easy access to the library's lesser-used materials, such as documents, Teatero says. The 100,000-plus items stored in remote locations such as West Campus, for example, are finally seeing the light of day; they've been moved to compact shelving units on Stauffer's lower level and fourth floor.



THE BUILDERS

Keeper of the committees: Dr Alan Green

It's been said that a camel is a horse designed by a committee. So why doesn't Stauffer Library, the product of (at last count) 20 committees, look like a camel?

The answer lies with Dr Alan Green, an economic historian in the Department of Economics and the man who guided the library from ethereal conception in the minds of more than 100 people to stone-and-glass solidity at the corner of University and Union.

"My letter of appointment describes my position as 'champion' of the project," he explains. He says "champion" is a good description in the medieval sense of the word - one who rides at the right hand of a leader - in many ways.

"My job was to drive the project through to completion, to try and bring all the people and committees together. I was reluctant to take the job at first - I had no experience building libraries. I thought about it for a fair length of time because it would have an impact on my own work.

"On the other hand, as an economic historian, I see libraries as being at the heart of what I do. Libraries are noble projects, they're something used by generations of students, staff, faculty. I thought it was a worthwhile thing to do."

The "worthwhile" project actually began in 1985, when Green sat on a committee that looked at the university's future library needs. (Its report was shelved for lack of funding.) The reshaping process began in earnest in 1988, when funding for the library expansion came into place. Green makes it sound simple: "We created committees as we needed them. In the end, it involved the talents and energy of more than 100 people."

Worthwhile and honourable as it was, how did he keep all those committees on track? "That's easy," he says. "It was the way in which we approached the selection of the architect and the design competition. I knew we were going to proceed with what turned out to be the Central Library Complex, in which all the functions were divided into two buildings. We had developed that plan.

"Having written a good project statement in late 1989-90, the next critical element was the competition. I really believe that was very critical to the process."

Green credits Stauffer's architects, consultants and its project

manager for major contributions to its success. "The designation of KPMB gave the essential unity. It brought the project physically together in a very coherent manner. It takes very imaginative and flexible architects, and KPMB proved to be incredibly flexible and responsive to our needs. We had very good consultants - Nancy McAdams, for example, she's one of the best in North America.

"But the person who tied it all together was [construction manager] Bill Truch. When he came on board he united all the elements together in his command. He marshalled the architects and librarians together to make it work. Having Bill Truch was one of the great decisions we made. He has devoted six and seven days a week, 12 hours a day - I am not exaggerating. His energy and experience and commitment has just brought it all together. It's difficult for me to express just how vital he's been."

The process itself was amazing for its singleness of vision, for the extraordinary commitment of those involved to its ideals, Green says. "It's hard for me to remember how naive, how inexperienced we were in what we had to do to get to what you see now. It takes an enormous input of energy and experience. It's hard for me to believe our lack of fundamental understanding of what it took to go from a plan to a building.

"And yet we were never off our time lines or our budget, and now we have a 230,000-square-foot building where we started with 200,000. All the parts have come together with a unity of vision, with virtually no disagreement, every dispute has been resolved quietly. It's been an incredible experience. I've worked with architects, contractors, committees, and people on campus that you wouldn't normally have contact with."

The excitement of putting Stauffer together had other rewards, too. While juggling his half-time teaching position with the Stauffer project has been difficult, he says, "I think that excitement had a positive effect on my own work. That kind of excitement spills over, it gets you going.

"Would I do it again? I guess so," he says before pausing. "On the other hand, I did lie awake some nights thinking, 'What if we'd worked for four years and had a bad outcome?'"

Then he smiles. "I can't tell you how exciting it's been. I look back and I think about how everything came together, how lucky we were," he says. "Our timing was right, we had the funding, the talented people came together. And it's kind of nice to be part of that."

And what about *his* role? Green smiles. "Me, I'm an incredibly small part of it. I'm just the guy who wandered between all the groups."

Green's "wanderings" included his lesser-known role as the liaison between the library project's benefactor, the estate of Joseph Stauffer, and the recipient, Queen's University. He worked closely with W. Dennis Jordan, also a Queen's graduate and the executor of the Stauffer estate, in seeing that Queen's built something that reflected Stauffer's enormous, ongoing commitment to his beloved alma mater.

"Dennis was chief adviser to Mr Stauffer. He was instrumental in recommending to Stauffer that the money be given for this purpose, and part of my job was to keep in contact with him, and, since he died, with his nephew.

"Our relationship began in 1989, when we went to North Carolina for the wedding of our son. While we were there Dennis came down and we toured libraries, among them Chapel Hill. We were trying to get a feel for university libraries. Anne and I kept in close touch with Dennis since then. We became - if I can presume to say this, close friends."

Jordan, he says, "was a man who deeply loved Queen's. He was that type of alumnus who deeply loves their alma mater. Both his father and grandfather were Queen's graduates; the latter was head of the Theological College, and like them, Dennis shared a deep family commitment to Queen's.

"He also knew Joe Stauffer, and he knew his interests and wishes well. And he had had a fascinating career as a lawyer; he would regale you with marvellous stories of his career. I miss him very much."

Does Stauffer Library fittingly honour its generous benefactor? "When it opens, Stauffer Library will be the finest library in North America," Green says. "It's hard to imagine anything finer. If there's anything else we could have done, I don't know what it is. We put in the best electronic equipment, and it's wired so it will take innovations to come for the foreseeable future. The use of space is efficient as it can be. "It's so great to have a small role in this great success."

Joseph S. Stauffer - A biography

Joseph S. Stauffer, a member of Science '19 (chemical and metallurgical) and a graduate of 1920, was born in Galt, Ont. on May 16, 1896. His father, also named Joseph, was a successful businessman who rose from humble beginnings to become the owner of three textile mills.

Stauffer attended Central Public School and Collegiate Institute in Galt before enrolling in the Faculty of Applied Science at Queen's in 1914, majoring in metallurgy. After a short time in Kingston, he enlisted in the Royal Navy Air Service and served overseas from 1916 to 1917. He suffered an injury when his plane was shot down, and recovered at a military hospital in London, England. Upon returning to Canada, he resumed his studies at Queen's. He remained a member of the Royal Canadian Military Institute in Toronto until his death in 1978.

A loyal alumnus of Queen's, Stauffer was proud of the education he received there, describing it as outstanding. During his lifetime, he supported the university's Endowment Fund and spearheaded the establishment of the Charles Poynton Memorial Award - named in honour of a Queen's classmate and given to a member or members of the intercollegiate football team who have exemplified "the highest ideals of Queen's through leadership, academic record and athletic participation."

Following his graduation, Stauffer worked for two years in engineering. He then did grad studies in fuel technology at the Imperial College of Science in London, England, learning and refining the skills that guided his career the rest of his life.

Back in Canada, Stauffer noticed the growth of the telephone industry and sensed its potential. He invested, buying small telephone exchanges that serviced small numbers of people (100 or so), amalgamated them, and then sold to Bell for a profit. He also invested part of his fortune in the mining indus-



try, drawing on the skills and knowledge he'd learned at Queen's

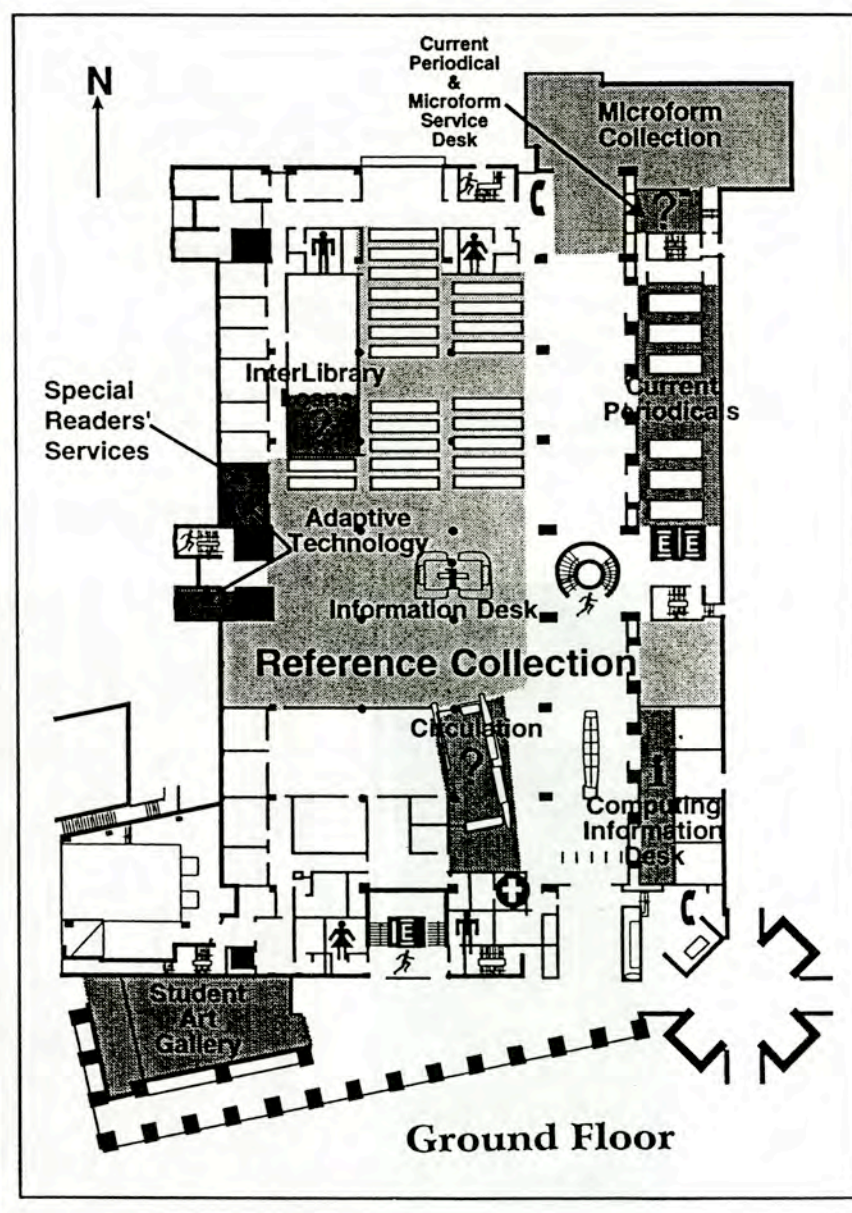
During the course of his professional life, he was involved with business ventures in areas that included fuel technology, telephone, textile, stamping, and financial interests. For a time, he assumed the vice-presidency of his father's business, when there was no one else in the family to do so. But he remained modest about his varied interests, confessing to Alumni Affairs correspondent Herb Hamilton that he had accomplished "limited successes and plenty of failures."

Stauffer and his foundation have contributed to many worthwhile causes that reflect his interests and concerns, including the cause of Canada's native people: he left substantial sums to Trent University and the University of Regina, both of which have programs for native students. Stauffer was especially supportive of programs that trained native teachers.

Education touched Stauffer throughout his life, and his innate curiosity made him a lifelong student. He contributed to all the academic institutions he attended during his lifetime. Queen's has benefitted from Stauffer's generosity in a variety of ways: his contributions include a \$1-million gift to establish a chair in cancer research in the Department of Pathology; \$1.2 million for the construction of the School of Public Policy; and \$250,000 to the Clinical Mechanics Group, which designs a variety of innovative artificial limbs and joints.

Stauffer's wife Annabelle, who died in 1983, and Dennis Jordan, an Arts '38 graduate who was the first executor of the Stauffer estate, made several gifts to Queen's following Stauffer's death. All were anonymous, except for a \$2.3 million donation to the new technology centre (since renamed Walter Light Hall), and another gift - the restoration of an organ previously owned by the Odeon Theatre. The organ was presented in the name of Leonard W. Brockington for use in the Jock Harty Arena.

What to look for -





A new language of architecture: Tom Payne



What is it about the design of Stauffer Library that excites people so much? Why, in a community obsessed with historical architecture, has Queen's "Library of the 21st Century" rated such overwhelming public approval?

"The design of Stauffer pleases because it is both familiar and new," architect Tom Payne explains. "It's a building that ought to try and bridge the past and look to the future. It's designed to be a bit elusive as to the date of its origins. Some references are clear, some are not so clear."

"It's built to reflect where it is in the university. Queen's is a special campus in a city famous for its limestone architecture, and the library is trying to learn from a multitude of sources." The mission of Kuwabara, Payne, McKenna, Blumberg Architects, Payne says, "was to develop a new language of architecture. We wanted to find something that reflected the official history of buildings in Kingston but that found new expression in building, something that expressed progressive aspects while connecting deeply with the past."

KPMB's "new language" combined local influences with more far-flung references to traditional cloisters and the collegiate architecture of Oxford and Cambridge universities. The result is a building of soaring yet human proportions. Unlike the massive monument that is Douglas Library, Stauffer inspires without intimidating.

"How the building is proportioned on the site is much more inviting and accessible because of the loggia," Payne says. "It's closer to grade, not so formidable; there's no huge stoop." In fact Stauffer is one of only two buildings on the Queen's campus whose entrance is at grade level - in other words, you can get into it without climbing steps.

"It's an extroverted building," he says. Extroverted, but not brash. Seen from any vantage point, Stauffer fits into the scenery as if it had always been there. "University Avenue is a very coherent campus space; it's defined by its buildings," Payne says. The new library maintains that coherence in several ways. Like most of the buildings along University Avenue, it is sited close to the road. Its third-floor reading room continues the three-storey cornice line of surrounding buildings (if you look at the library from Union Street near Jock Harty, you can follow the line as it dwindles into the distance). The smaller scale of study pavilions along Alfred Street and the reading room at the northeast end harmonizes with surrounding residential buildings.

Stauffer is neighbourly in other ways as well. "This is a building that tries to receive students approaching it from many directions," says Payne. "It's designed so that it literally sweeps them into the loggia across the front, which functions as a 24-hour, weather-enclosed heated space with doors that can open in the summer so that the whole face of the building becomes accessible."

Wooden benches make the glass-enclosed loggia a gathering place for students to meet friends on their way into the building. Once inside, your eyes are drawn irresistibly to the circular, open-sided wood-and-metal circular

stairway. "It's designed not just to move people up and down but as a place to encounter people," says Payne. "It's more than just a stairway." Your eyes encounter people in other places, too: three open galleries around the atrium's perimeter are lined with study carrels that overlook the main circulation floor. Back on ground level the first thing you notice are the vital "people" places: on your left are the elliptical, wheelchair-height cherry-panelled circulation and reference desks, and straight ahead is the boat-shaped stand-up microcomputing centre, where students can get quick access to the university's on-line catalogue.

When designing the interior, Payne says, the challenge was "to create a great place for interaction with students with quiet places for contemplative work and a whole variety of different conditions within the building. There are traditional reading tables, carrels, and spots to kick off your Doc Martens or Converse sneakers and relax."

Unlike Douglas, where many heavy-traffic areas were located on upper floors, Stauffer reserves its lower level, main floor and second level for heavy-use functions such as documents, reference books, current periodicals and bound journals; upper floors are designed for quieter, more contemplative academic work, with carrels and reading tables interspersed among the stacks, and lounge areas and study rooms filling up the corners and edges.

Extra design touches are everywhere - in the ivy-pattern of the limestone-coloured carpeting; in the rotunda's French limestone floors decorated with small stone crowns inset in flame-treated granite tiling; in the circular stairway's double banister, one wood and one metal; in the subtly-patterned concrete columns that bear the weight of the five-acre building. The latter are typical examples of the ingenious ways in which the architects achieved a rich look without going over budget.

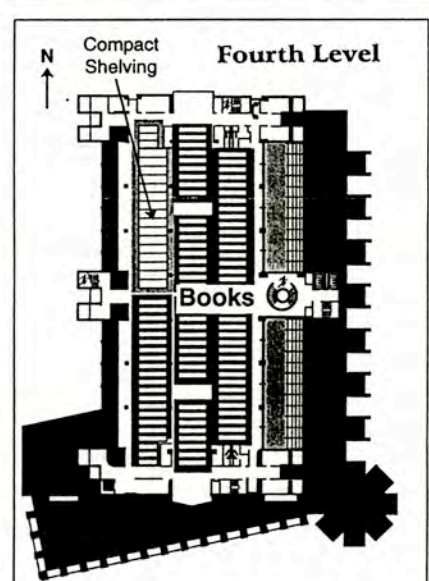
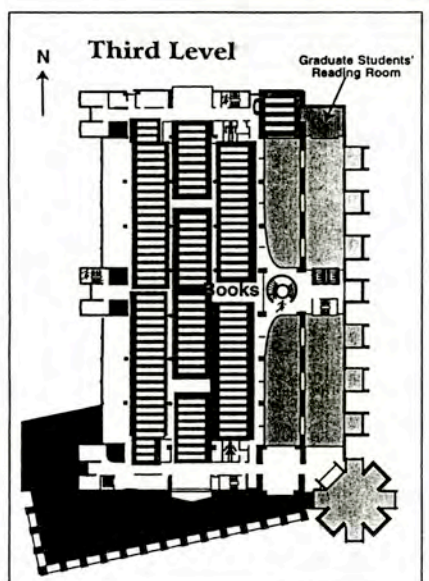
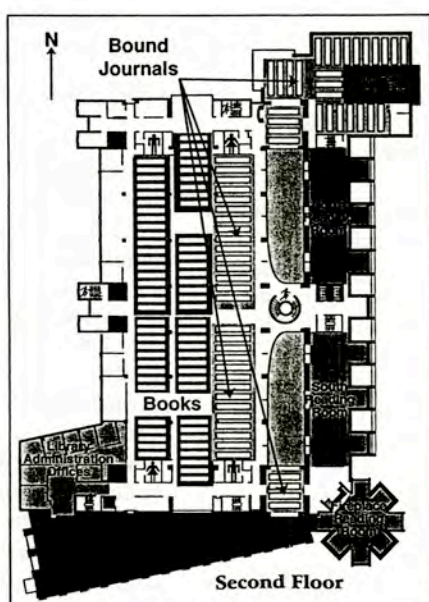
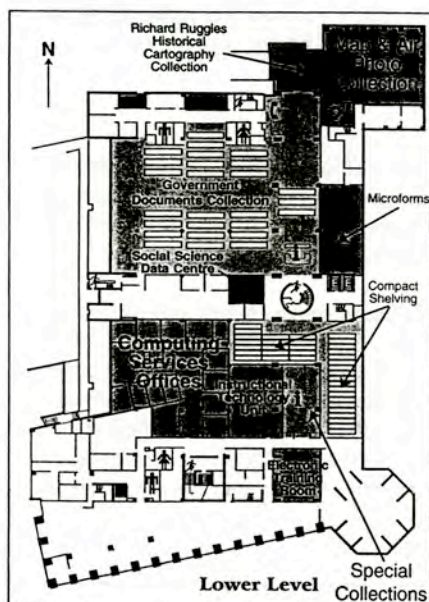
And what of the main reason for this gleaming new building? Newcomers who fear that the "Library of the 21st Century" means computer terminals instead of books needn't worry. The Queen's collection forms the main organizing element of the library.

"I've often made analogy to the traditional cloister, but I've inverted it, with the central book building in the middle," Payne explains. "The collection of books is at its heart, with the occupied rooms at the perimeter. The books organize the building spatially." Similar logic was applied to the placement of amenities such as photocopying services, washrooms, drinking fountains and pay phones: all are found in the same place on every floor.

True to its gothic influences, Stauffer is as much window as walls. Natural light pours through the fourth-storey glass roof; and multiple-storey windows illuminate surrounding reading and activity rooms.

What does it feel like to design a landmark such as Stauffer? "Exciting," says Payne. "There's a humility to it, too. I'm proud of what we've done there, but quite a lot of the credit goes to the team who worked on it. I feel great that people respond to it, and I'm very grateful to Queen's for all its efforts, both individually and as a team, for making it a success."

- and where to find it



Even Stauffer's lower level receives natural light - from these carrels, students can see Victoria School.



Truch pilots white-knuckle construction flight

It's the final week but one before the opening of the Joseph S. Stauffer Library, and Bill Truch looks remarkably unflapped. He puts his lunch, a cellophane-wrapped sandwich and an apple, on the tabletop behind him, sits down at his desk, and counts in his head. "It's been thirty-nine-and-a-half months since I started, and I just completed my 59th round trip home to Calgary. That's 200,000 miles, which is eight times around the world."

A little later, as he ponders the state of finishing work on the construction site, he interjects, "Let's see, this is Day Nine of the move, there should be 650,000 books on the shelves."

The white-haired, mustachioed Truch doesn't even hesitate when rattling off these figures. Keeping things on track, he says, is the secret to project management, and it's why he agreed to take on the job of project manager of Queen's "construction project of the century."

"I grew up with project management," he explains. It's really an art. For successful project management you have to adhere to cost control, and design control. To control costs you have to be able to control the design; and the design has commensurate budget values assigned to it. If you constantly keep the aesthetic goals consistent with the building, you'll stay on top. Let either falter, and you won't end up with the proper balance.

"Because of the horrific number of players, someone has to orchestrate the project. I act as the restriction in the hourglass. On one side there's the owner and his requirements; on the other are the designer and the builders. I'm at the narrow point of the two; everything comes through me. It's my job to see that the owner's wishes are reflected in the final project," he says.

"What always holds me intrigued," he adds, "is that once you apply it, the end result is usually what you want it to be, and *that's* the satisfaction."

The joy of working on Stauffer, says Truch, lay in its planning. "There's not one element that was not looked at in terms of functionality, aesthetics, cost. The building itself, the exterior design and interior space, is so unique, one would literally ruin the genius of the design if one didn't carry through to furniture, fixtures and equipment."

He holds up a blue vinyl binder. "This is \$42 million right here." He flips it open and inside are pages and pages of graphs tracking the progress of the past two years. His finger traces a triple railway-track of a line as it curves across the page; each line deviates at most a millimetre from its neighbour. "As you can see, projections and outcomes follow very closely. The project is on budget and on time."

But not without its share of surprises. Truch's list of unexpected included the discovery of a sewer main (which fortunately could be re-routed) smack in the middle of the site; the city's reluctance to grant building permission because a historically designated triplex on the site had not been incorporated into the building design (ultimately the design was implemented as originally planned); and perhaps the most logistically complicated surprise of all, the university's decision to re-locate rather than raze six houses on the site.

"I was told that the site was cleared, that there were just a few houses to be demolished," Truch says. There's a touch of incredulity in his voice as he says, "We moved six houses." The snails'-pace, cross-town move of three triple-sto-

rey, 300-ton brick monsters enthralled Kingstons for two days last summer. "I never would have expected that," Truch says. "Out west we just tear things down, because they're not worth saving."

As proud as he is of his work, Truch says the key to Stauffer's success was forged long before he came into the picture. "The building itself served as an incredible catalyst to inspiring teamwork," he says. "Once people saw it under construction, they recognized it as that unique. There were the same basic work ethics and ideals at work, from the architects through to the contractors and the support staff. All of them seemed to be really revved up."

"Every project has its personality, and without a doubt, this one was a once-in-a-lifetime opportunity," he says. "It's rather funny in a way; when I sat down with my wife to look at the ad for this job, I thought this would represent a new challenge. But I also thought, well, this is a library, and a library is nothing but a book warehouse, and I've built warehouses all my life."

"Second, Kingston is a small town; we come from the 'big cities' (the words are delivered with a humorous edge), and politics in a small town are nothing compared to those of Calgary and Edmonton. And third, this was Queen's Sesquicentennial project, and I said that with its reputation even out west, it must really know what it's doing, well... (he pauses) I was wrong on all three counts."

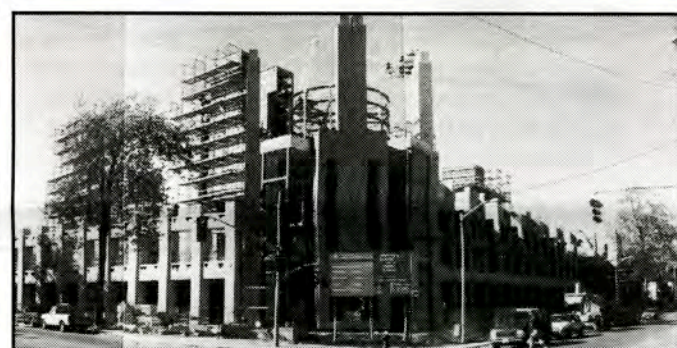
Yes, says the man who conducted the symphony of wood, stone, steel and glass that is Stauffer, there were challenges galore to the job, and some of them were totally unexpected. "We had unbelievably bad luck in the last seven months," he says. "There was an unbelievably cold winter, and the spring just prolonged the bad weather; and given the fact that we were a week ahead before Christmas, and a problem with the sub-trades in the spring, we've ended up, in the dying days, in an unbelievable confluence of a huge number of activities."

(One week before the opening, Truch's "confluence" made it difficult to walk in Stauffer without bumping into carpet layers, plasterers, painters, carpenters or library staff; most of them wore the unmistakable look of students in the final hours of cramming before the big exam.)

"It's been very demanding on a lot of people," Truch says. "But we're going to meet our opening deadline set three years ago. And it's been a white-knuckle flight all the way."

"I joke that before I started this job I was six feet four, had black hair, didn't wear glasses, could hear," Truch laughs. Then he becomes thoughtful. "You have to be fully committed to the project. You can't spike in and out. It's a total thing, it's total, total commitment. That's what makes a project tick."

Although he describes himself a workaholic, Truch admits he'd like to see the project end. "It's been a humongous commitment. You become totally consumed. I wish



The corner of University and Union as it appeared in November 1992 (top), February 1993, April 1993, and July 1993 (bottom).

I could turn on a switch and not have to go through the last anguishing days. Everyone is very anxious, and things get a little testy." And yes, he says, despite his good humour and laid-back exterior, he has lost sleep over the job.

Last-minute "hiccups" and sleepless nights, however, can't dim Truch's happiness at this moment. "Stauffer? I'm absolutely enamoured with it. It's a genius of a design. I've taken people through and they just marvel at it. Every nook and cranny is so well thought-out. Each elevation is different, yet one becomes part of another. Physically all the elements are different, but they all belong. And the back is every bit as beautiful as the front."

"It's an incredible design."

W. Dennis Jordan: 'A true builder of Queen's'

William Dennis Jordan, QC, BA'38, LL.D'91, died in 1993 after a short illness at the age of 78. His loyalty to Queen's for 55 years had been recognized through a Distinguished Service Award in 1986

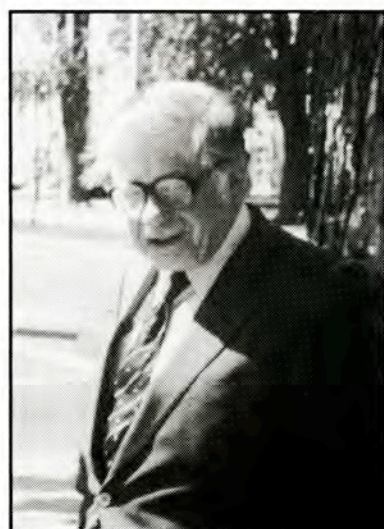
and an honorary doctorate at the Sesquicentennial Convocation in 1991. He was cited as "a true builder of Queen's (and) a generous son whose wisdom and devotion are manifest in both stone and spirit."

A graduate of Upper Canada College, Dennis followed his grandfather, theol-

ogy professor W.G. Jordan, DD 1889, and his father, Dr Dennis Jordan, BA'08, MD'10, to Queen's. He was called to the Ontario Bar in 1941 prior to overseas service during the Second World War as a member of Queen's Own Rifles and a Canloan officer with the British Army.

He returned home with the rank of major and rejoined the Toronto law firm Holden, Murdoch, Walton, Finlay & Robinson (now Holden Day Wilson), where he became a managing and senior partner. He was active in many charitable fund-raising projects and community service organizations.

Dennis was friend and adviser to another loyal Queen's man, Joseph Stauffer, BSc'20, and upon his death in 1978 Dennis became administrator of his estate. Through his own quiet generosity and his benevolent administration of the Stauffer Estate, significant contributions were made to the Agnes Etherington Art Centre, Walter Light Hall, the School of Policy Studies, the Faculty of Medicine and, most recently, the Joseph S. Stauffer Library.



The Stauffer building team

Architects:

Kuwabara Payne McKenna Blumberg, Toronto

General contractors:

Eastern Construction Company Limited

Structural consultant:

Robert Halsall and Associates

Mechanical consultant:

J.S.A. Energy Analysis Inc.

Electrical consultant:

Mulvey & Banani International Inc.

Cost consultant:

James Vermeulen

Library consultant:

Nancy McAdams



Newest building caps 154 years of library history

As we gaze at the marvels of Stauffer Library, it's easy to forget what went before it. So much has changed in the simple business of borrowing a book that the story of Queen's libraries before Stauffer sounds too improbable to be true.

The Queen's library system began in 1840 with the donation of seven boxes of books by James Mitchell of Talbot District (near London, Ont). Heavy on the heavies and light on best-sellers, the collection included a Greek lexicon, the Vulgate, Locke's *Essay on the Human Understanding*, a Greek testament, a French new Testament of 1664, and a fairly heavy sampling of Greek and Latin classics.

The books were stored in the bell tower of the original St Andrew's Presbyterian church on Princess Street. In the summer of 1842 Queen's moved the collection, about 1,500 volumes, into the attics of a row of houses it had rented across the street. (The survival of the collection in this less-than-ideal environment suggests that even mice found the reading material hard to digest.)

The library moved to Summerhill, into what is now the Principal's dining room, in 1853, the same year that John H. MacKerras, a classics professor, compiled the first catalogue of its holdings. The collection increased to about 2,100 volumes, among them some 25 16th-century books and one 15th-century book; many theological books, including ten Hebrew Bibles; and English works by Spenser, Milton and Shakespeare.

Sometime in the 1870s the library moved into a corner of "Old Medical," a dimly cold, draughty structure. Students were not permitted to traipse through the building; instead, the *Queen's Journal* of 1881 recalls, books were passed through "a small square wooden wicket" to students lined up in the "icy precincts" of the hall outside. The librarian, "encased in his winter wraps, a sort of library Santa Claus," gave out "a cold collation of quartos and octavos, with the mercury ranging in the 20s." And since the library's catalogue was chronically out-of-date, students' book choices were more often than not a matter of guesswork and crossed fingers. They had to be quick about it, too - the library was open only about an hour per day.

The system had some benefits, however; in 1864 the overworked librarians established new borrowing rules: books had to be returned "on the third Wednesday of October and the first Wednesday of March, in each year," suggesting that loan periods of up to 50 weeks were the rule rather than the exception. The library closed for a week after each return period so that the librarian could



Old St Andrews, circa 1885

assess what had been returned and what was missing.

In 1880 the Queen's library found its first real home in the Old Arts Building. Housed in the rounded wing of the building, its stacks lined the curved walls, with ladders reaching to the upper levels. Students could peruse their choices in the reading room next door.

By 1892 the Queen's library collection had grown to 25,000 volumes. Growing, too, were students' complaints about the poorly maintained cataloguing system. In 1896 librarian Adam Shortt, using a typewriter, a filing case, and 84,000 index cards, produced the library's first card catalogue, and circulation in the library immediately doubled. But using the library was still an ordeal: students could borrow only two books at a time; stack privileges were limited to librarians; and reference books could not be taken into the reading room, which was an ordeal in itself. Socializing was forbidden; students hunched over their books like terrified rabbits under the librarian's raptor-like gaze. (The *Queen's Journal* of the early 1880s described the reading-room atmosphere under librarian Dr George Bell as a "death-like silence.")

When Shortt's overworked assistant, Miss Lois Saunders, became Queen's first full-time librarian in 1899, conditions improved somewhat. Library times increased

to six hours per day, and a select few honour students even had access to the stacks. Although no known picture of Miss Saunders exists, her reputation endures. She was said to be so formidable in her job that the younger, more easily intimidated members of faculty waited until she had gone off duty before venturing into her domain.

By the turn of the century the library had run out of space. In 1902 a classroom in Kingston Hall (now the Morgan Memorial Chapel) was turned into a reference and periodicals room, which eased, for a short time, the pressures on the central library. But by 1907 the collection that Adam Shortt had so painstakingly catalogued a decade earlier had almost doubled in size, from 25,000 to 40,000 volumes.

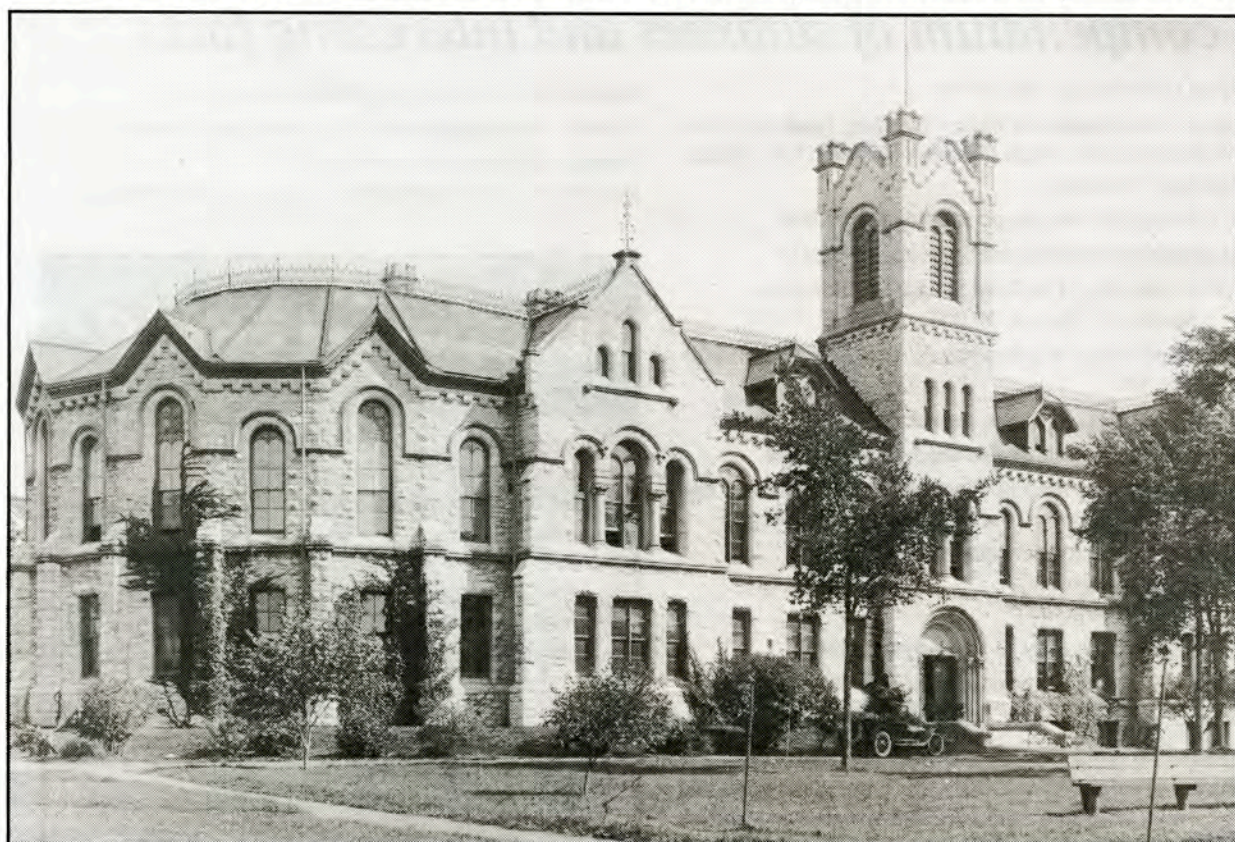
The turn of the century saw the library supplementing donated works with book purchases; but acquisition budgets were pitifully small by today's standards - in the late 1800s the library spent less than \$1,000 per year on new books, and 20 years later acquisitions budgets totalled less than \$9,000 per year.

Mostly the university practised the two Rs: reuse and recycle. In the 1860s and '70s, Principal William Snodgrass perfected the art of solicitation: not only did he appeal to friends and family, he also wrote to Canadian authors for autographed copies of their books. In her history of Queen's University (Vol. 1), Hilda Neatby offers a dryly humorous explanation for the success of his library acquisition campaigns: "Snodgrass not only followed the Queen's principle, 'Ask and ye shall receive,' but even, it was hinted, occasionally carried home more than he was given." (Many years later the tables were turned when a Queen's librarian, cataloguing the donations of a recently deceased benefactor, discovered that many of the "donated" books were in fact delinquent library books from Queen's.)

Douglas Library, more affectionately known to generations of students as simply "The Douglas," opened in 1924. Named after Queen's Chancellor James Douglas (1915-1918) who donated \$100,000 towards the building fund, it was the library's first "real" home. With its imposing Collegiate Gothic architecture and its grand, oak-panelled upper-floor reading room, Douglas Library served as Queen's central library facility for 70 years.

(But for the start of the First World War, Queen's might have had a much different library building. Architects' drawings from 1915, recently acquired by Queen's Archives, show a grand-looking building combining both Georgian and Victorian styles. One wing features long, narrow windows prefiguring those in the Stauffer library.)

As well as two floors of administrative offices and the



The Old Arts Building (all photos courtesy Queen's Archives)

(Continued on page 8)



What's next? The Douglas renovation and consolidation project

The opening of Stauffer Library successfully completes the first stage of the development of the university's Central Library Complex, an eight-year, \$54-million investment in the future of learning at Queen's.

But even as the champagne corks pop, Dr Alan Green and his cast of hundreds will be keeping their hard hats and construction boots handy. It's Douglas Library's turn now, and when the \$12-million initial phase of the \$17-million master renovation project is completed, Queen's will have a brand-new Engineering and Science Library. Other occupants will move in over time as the university begins a voluntary, phased-in consolidation of its decentralized library collections and services.

"The big focus now is starting Douglas's renovations," Green says. "The funding is in place, we have the renovation plan, it's been approved by the user's committee and we're ready to take our recommendations to Campus Planning and Development. We're just waiting for the final approval to proceed."

Green anticipates work to begin by next spring or early summer, with completion scheduled for late summer 1996.

The architects of Stauffer Library, Kuwbara, Payne, McKenna and Blumberg, have been hired to do the Douglas renovations. Plans call for gutting and renovation of entry level and ground floors, which will house science and engineering collections. The second floor, home to special collections and technical services, will undergo a "reduced" plan of renovation until additional funding is secured.

"For now, special collections will remain in temporary quarters in the lower level of Stauffer, and technical



The Douglas Library, as seen from the fourth floor of Stauffer.

services will occupy the old documents library in Mackintosh-Corry Hall," Green says. Third-floor reading rooms will remain, and renovations will be limited to improving air-handling systems.

The Queen's Library System: A compendium of facts and figures

Total item count of Queen's library in 1842: 1,500
In 1865: 4,000
In 1994: 4,353,488

Number of volumes in reference section of Stauffer Library, 1994: 20,000

Number of volumes and periodicals, 1994: 900,000

Number of documents, in volume equivalents, in storage at West Campus, 1989: 136,325

Total assessed value of Queen's library and equipment in 1849: 900£. Of Douglas Library in 1992-93: \$103,446,000

Annual budget allocation for library acquisitions:
1849: 10£
1900: \$2,600
1994: \$5 million

Number of times since 1840 that Queen's main library facilities have moved house: 7

Total expenditures for Queen's library:
1842-1866: \$3,300
In 1992-93: \$11,940,787

Number of volumes donated by Queen's to help replace books destroyed in the February 14, 1890 fire at Toronto's University College: 74

Number of filing cards used by chief librarian Adam Shortt to produce Queen's first card catalogue in 1896: 84,000

Length of time it took for Queen's library holdings to reach:
1.5 million items: 133 years (1840-1973)
four million items: 21 years (1973-1994)

Annual average of acquisitions, in volume equivalents, to Queen's library, 1902: 1,100
1950: 7,000
1994: 45,000

Total circulation of books from Queen's library for the month of November, 1892: 320
For 1939-40: 105,000
For 1992-93: 578,768

Nickname given to Queen's principal George Monro Grant on his solicitation in 1878 of \$100,000 in university endowment funds, some of which was used to expand the Queen's library: "The Prince of Pocket-Pickers"

Slogan of Douglas Library staff who moved one million books into Stauffer Library during September: "I was a Stauffer Gopher"

Sources: *Queen's Gazette*; *Queen's University*, Vols. 1-2 (Neatby, Gibson, McGill-Queen's Press, 1978, 1983); *Queen's University at Kingston* (D.D. Calvin, 1941); *Queen's Encyclopedia*, library staff.

The Joseph S. Stauffer Library: A compendium of statistics and interesting facts

Total cost of building: \$42 million

Students' contribution to library building fund: \$515,000 (\$340,000 from Alma Mater Society; \$175,000 from Graduate Students' Society).

Total construction time, in person-hours: 350,000

Total amount of carpeting used, in metres: 10,033

Length of shelving, if laid end to end: 50 kilometres

Number of shelves: 60,000

Cooling equivalent, in refrigerators, of Stauffer's two 100-ton chillers: 800

Total building area, in square metres: 21,422; in acres: 5

Total length of electronic cable used: 60 kilometres

Volume of concrete used in construction: 11,000 cubic metres (enough to make the base of the Statue of Liberty)

Floor weight capacity, per square inch: 250 lbs.

Height of atrium: 25 metres

Length: 55 metres

Width: equivalent to a two-lane highway

Number of wooden, Slovenia-made chairs in library: 800

Number of soap dispensers: 45

Number of drinking fountains: 10

Countries of origin, respectively, for teak, mahogany, and cherry woods used in library structure and fixtures: Malaysia, South America, Pennsylvania

Total number of pieces of stone used on building exterior: 285,000

Latest building (continued from page 7)

third-floor reading room, the newly opened Douglas boasted space for 300,000 volumes. But libraries grow like teenagers - rapidly, and beyond all expectations. By 1938, barely 14 years old, Douglas was feeling overcrowded. Relocation of university officials' offices to Richardson Hall in 1954 and subsequent remodelling of Douglas provided space for another 75,000 volumes, but by 1959 another growth spurt had caused chief librarian Pearson Gundy to predict that stack space would be exhausted within four years. Smaller "satellite" libraries scattered around the campus eased some of the load, making the Queen's library one of the most decentralized in Ontario.

In 1966 the north wing was added. The expansion not only provided more space for books, it marked the beginnings of the user-friendly academic library. For the first time undergraduates were allowed free access to the stacks, and reading rooms became places to socialize as well as to study. By the early '80s the tedious job of title-searching had been eased by a computerized catalogue system.

Despite the increasing openness at Douglas, borrowing a book was still a chore. Finding the material was easy; putting your hands on it was not. The stacks were a labyrinth of overflowing shelves and teetering towers of document boxes. (For some years books shared shelf space with Queen's Archives material and medical artifacts from the old KGH hospital.)

In 1966, 128 years after it began, the collection reached 500,000 volumes; 6 years later it had doubled in size to 1 million, plus 500,000 documents and related items. Space was so limited that by 1989 more than 100,000 library items had been put into storage, including much of the university's documents library.

That same year, fortunately, plans for a new "Library of the 21st Century" were well under way. Three years and probably several lifetime's worth of committee meetings later, the Stauffer Library had become a reality, if only on paper and in model form. By October, 1992 the site at Union and University had been cleared of houses and Queen's buildings, and construction began. Almost two years to the day later, the Library of the 21st Century opened its doors.

So whether you've come to Stauffer to surf in cyberspace, to doze in one of its nifty new Slovenian-made chairs, or to share a laugh with friends in the panelled loveliness of the fireplace reading room, give a thought to all those who ventured into Queen's libraries in their early days - and lived to see their graduation.

Sources: *Queen's University*, Vols. 1 and 2 (Neatby and Gibson, McGill-Queen's Press); *Queen's University at Kingston* (D.D. Calvin, Queen's University); *Queen's University Archives*, *Queen's Encyclopedia*.

QUEEN'S Gazette

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