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**Vision, Advocacy, Narrative, Outreach: Strategic Communication for New Library Buildings**

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The scholarly and practice literature on communication strategies reveals the importance of both strategically crafted message content and a multilevel messaging process that reaches all stakeholders and potential supporters. This chapter will describe how Virginia Commonwealth University Libraries developed and implemented a visioning, advocacy, and communications strategy in support of a major library construction initiative. The successful effort led VCU Libraries’ disparate communities to embrace and support a distinctive, award-winning library design that departed both from architectural practice at the university and from initial expectations for library buildings among stakeholder communities.

The Setting: VCU and VCU Libraries

Virginia Commonwealth University is a major public urban research university designated by the Carnegie Classification of Institutions of Higher Education as R1, a doctoral university with very high research activity and $335 million in sponsored research awards for 2019–20. It enrolls approximately 31,000 students, with particular distinction for programs in medical sciences, life sciences, education, social work, and the fine arts.

VCU Libraries consists of James Branch Cabell Library on the main campus, the Health Sciences Library on the health sciences campus, the Health and Wellness Library in VCU's main hospital, and the VCU Qatar Arts Library at VCU’s School of the Arts on the Education City campus in Qatar (a campus shared by Texas A&M, Cornell, Northwestern, Georgetown, and Carnegie-Mellon). VCU Libraries became a member of the Association of Research Libraries in January 2018, becoming the first US academic library to join ARL in over 15 years.

VCU’s library facilities experienced a steady consolidation between 1990 and 2005 with the elimination of branch libraries. A series of renovations at both library facilities on the Richmond campus from 2000 to 2010 improved the buildings significantly, but the building footprints, and consequently available space, had not changed since construction on them finished in 1975. The Health and Wellness Library opened in 2002 with space dedicated to patient education and support in the main university hospital. The VCU Qatar Arts Library opened in 2001, moved to a greatly expanded location in 2010, and added additional square footage for a makerspace and a materials library in 2020.

Two deeply impactful changes at the university accelerated the need for greater library space beginning about 1995. First, enrollment grew significantly, from total head count of 21,349 in fall 1995 to 32,300 in fall 2010. Second, although always classified as an R1 institution, VCU’s research enterprise expanded as well, from $63.5 million in 1995 to $255.4 million in 2010. These expanded numbers greatly increased pressure on library space. The changes led to severe challenges for James Branch Cabell Library, and it emerged as the overwhelming focus for capital improvement in the library system.

Beyond these quantitative realities, during this period the university undertook long-term efforts to promote its academic and research distinction in an increasingly competitive market for both students and research dollars. Although long one of the three major research universities in Virginia, VCU now sought broader recognition of its stature and accomplishments.

The university’s expansion, together with its campaign toward greater recognition and distinction, set the stage for a focused campaign to both renovate and expand library facilities to advance both goals. The campaign required VCU Libraries to devise and carry out a visioning, communications, and advocacy strategy that illuminated library space needs and inspired stakeholders to invest in VCU’s libraries at all levels.

Communication and Advocacy for New Library Buildings

Academic library buildings and major renovations commonly require a decade or longer to move from the first crystallization of need to the final opening of a new building. Of that long need-to-reality arc, less than half the time
(four to five years) involves actual design and construction. The majority of time in the building development cycle is devoted to advocacy and communications that create community support and establish new library facilities as an institutional priority.

Effective communication and marketing strategies build upon well-understood keystone elements for communications plans articulated by communications professionals. Guidance for such plans generally include some variation of:

- a clear strategic plan
- style and branding guidelines
- identification of target audiences
- key messages (derived from strategic plans and institutional needs)
- clear messaging priorities
- communications tools and venues (digital, print, in-person)
- responsible parties for implementing the strategies
- assessment of effectiveness

Helpful library and university communications plans are easily obtainable and can act as templates for constructing a local plan. They provide a rich resource for designing communications plans that meet many different library needs.

Communications plans generally focus on marketing services or collections to constituencies; they only occasionally incorporate advocacy for major new initiatives such as library funding or library buildings. Instead, advocacy for libraries exists as a practice largely separate from communications planning.

Library advocacy plans develop and promote tool kits both to influence policy affecting libraries and to strengthen funding for libraries, often in political arenas, and increasingly embrace efforts to demonstrate the benefits libraries deliver to their communities and the return on investment for library funding. Advocacy employs many tools from accepted communications plans and practice, but it generally pursues a better-defined outcome (such as policy changes or funding support) and extends its efforts to constituencies beyond those directly served by libraries.

Both communications and advocacy practice provide building blocks for a strategic framework and the full range of tactics needed for a sustained, years-long effort to promote and build a new library. Chief among these building blocks are

- a clear and compelling vision for a new library that inspires campus leaders and partners and excites admiration and support among stakeholders and constituencies,
- a powerful, data-informed case for a new library that addresses key questions around need, library use, return on investment, and best use of available funds,
- creation of broad awareness and support for vision and need across parent institution communities and, where appropriate, regional and state-level stakeholder and funder communities, and
- enlistment of allies to advance goals for institutional funding and philanthropic support, almost always in environments characterized by highly competitive funding demands and priorities.

**Renovate, Create Anew,... or Both?**

A crucial decision preceding all else will be whether to renovate an existing building, create a new building, or pursue a combination of renovation and new expansion. What considerations drive the decision?

- **Cost:** New construction is almost always more expensive per square foot than renovations. That means potentially available funds often emerge as a major factor in deciding to renovate a library space rather than construct new space. Other factors about existing facilities may mandate new construction despite costs.
• **Location:** Location is key to library viability. Existing academic libraries not uncommonly are among the first buildings constructed on a campus and so occupy precious, high-value real estate at the center of academic building complexes. Consideration of a new library building starts with available real estate in a location suitable for the library’s role in meeting diverse academic community needs. That usually requires a sufficient footprint near or at a vibrant campus hub. Renovation as a strategy gains favor absent available real estate in such a location.

• **Adequacy of existing space:** The starting point for renovations is space that meets minimum standards and provides adaptable spaces suitable for upgrading. Irredeemably compromised existing facilities—buildings without fire suppression, with massive asbestos contamination, with dangerously deteriorated structural or foundation elements, or other safety issues—or poorly planned or inflexible spaces (structural stacks, for instance) can motivate replacement rather than renovation. And renovations cannot of course address urgent space needs: the existing footprint of a renovated building is a hard limit on available space unless the building is extended upward, connected to other buildings, or the footprint otherwise adapted to add space.

• **Legacy:** Existing library buildings sometimes possess irreplaceable architectural and community legacy. Legacies can complicate renovations but also motivate academic communities to a higher level of investment than might otherwise be considered. In addition, renovated legacy buildings can sometimes rival new buildings for architectural distinction and the utility of the renovated spaces.

• **Possible incremental changes:** Renovations can provide some relief to space pressure by reconfiguring existing space to accommodate more users. For example, renovation projects might relocate internal library operations to smaller, more efficient spaces or move them to other buildings, opening floor space for users. Smaller, incremental space renovations also can demonstrate in tangible ways the promise a new library building offers to stakeholders and communities served by a library. VCU Libraries used this strategy as part of its communications and advocacy plan.

• **Advantages of a new facility:** New building projects provide design flexibility far beyond a renovation plan to meet contemporary needs and anticipate needs into the foreseeable future. Instead of allocating funds to fix inadequate spaces, new design and construction can use those funds to create far more useful space with an architectural vision that aligns with broader institutional culture. Importantly, a new facility opens the door to distinctive, even inspiring architectural expression that is not constrained by an existing design or footprint.

Rather than either renovation or new construction, many celebrated academic library buildings over the past two decades have instead combined renovations with new construction. Renovating an existing facility that meets basic qualifications—good location, flexible spaces, no serious compromising conditions—combined with new construction to expand the facility can take advantage of both approaches. Total project costs that are divided between renovations and new construction can deliver many of the advantages of newly designed spaces at a cost less than all-new construction. Combination projects also can capture most of the advantages of new spaces, sometimes in a footprint comparable to that of an entirely new building. Crucially, a combination project can provide a compelling opportunity for a distinctive architectural expression while retaining a highly visible and highly trafficked location.

VCU Libraries chose to pursue a combination project from its very first visioning exercises. James Branch Cabell Library possessed an ideal location for academic life at a key campus nexus, along with adjacent real estate sufficient for a sizable expansion. Although it had a Brutalist design without particular architectural distinction, its highly visible central location, flexible interior spaces (typical of Brutalist 1970s design), and relatively uncompromised physical infrastructure (improved by asbestos abatement and fire suppression projects from 2000 onward), made a well-supported case for renovations. Adding a large new addition offered the promise of an architecturally distinctive expression at the center of the most active pedestrian corridors of the university. Ultimately, VCU added approximately 93,000 square feet of new construction paired with 63,000 square feet of extensive renovations.
Long-Term Visioning and Advocacy for Library Facilities

New library buildings begin with the library and institutional strategic vision and mission, along with foundational discoveries and decisions about a library’s needs. Years before an architectural firm meets with library staff for the first time, library leaders must lay the groundwork for future library facilities with a vision for libraries and library spaces that aligns with overall library and institutional vision, mission, and goals, along with data-informed profiling and benchmarking that illustrate library needs.

The vision for a library building and its use likely will not closely resemble expectations for library facilities among many stakeholder and supporter communities, whose vision for such facilities generally relies (at least initially) on their narrow personal experience of libraries. Changing the narrative about libraries and their use is a key element to articulating a clear, compelling, and expansive vision for the role of a new building.

At VCU, institutional ambitions for growth and change provided a powerful starting point for a new library vision: the university’s strategic quest for broader recognition and distinction. VCU Libraries promoted three themes to advance that strategic goal.

CREATE A RESEARCH LIBRARY COMMENSURATE WITH R1 RANKING

First, beginning in the early 2000s, VCU Libraries laid out investment plans that would bring VCU’s library expenditures to a level commensurate with its R1 peers, culminating with membership in the Association of Research Libraries (ARL) as recognition of achieving that goal. The university’s 2011 strategic plan embraced that goal, leading to ARL membership in 2018, joining the other two R1 universities in Virginia (University of Virginia and Virginia Tech). The overall goal of research library status was crucial to developing a vision of distinction for VCU’s libraries that supported both library expansion and the university’s efforts in elevating recognition of the institution as a whole. With a library system becoming increasingly sized and recognized in a way similar to peers, distinctive library facilities became the final linchpin for completing the process of transforming VCU’s libraries.

VCU Libraries’ improved staffing and budgets also were essential to providing the capacity to operate larger spaces with ambitious programming goals. Operating capacity is a consideration often overlooked by university planners concerned chiefly with just the costs of facilities and furnishings, although all early exercises associated with planning any academic building should recognize increased operating costs.

MAKE A COMPELLING CASE STATEMENT

Second, VCU Libraries developed and promoted a compelling case statement for library space that elevated a new library in the university’s capital construction plans. That effort began in 2001 by compiling data on three crucial benchmarks.

- **Space per student**: VCU Libraries assembled data on library space per student for universities in Virginia, using figures from regular inventories conducted by the State Council of Higher Education for Virginia, the state’s coordinating (but not governing) body for higher education in Virginia. A simple but powerful presentation of the data made a compelling statement about library space at VCU and across the state (figure 7.1). The data clearly showed VCU near the very bottom in library space per student.
- **Use of library facilities**: VCU Libraries presented data on the use of library facilities to the VCU community on an ongoing basis. The data showed relentless and even alarming growth in library use (figure 7.2), creating immense pressure on limited space. At VCU, the numbers became so large that alternatives, such
as showing library visits per head count, became necessary (figure 7.3). Using door count data provided by other academic libraries in Virginia, VCU Libraries demonstrated that growth in library use was part of a larger expansion at every academic institution in the state (although the data showed that Cabell Library had the highest use of any academic library facility in Virginia; see figure 7.4).

- **Collections growth:** Data on collections growth demonstrated that library collections were consuming a larger and larger portion of library floor space. This data led VCU to create on-site storage for print volumes in 2010, later expanded with a modest off-site storage facility in 2014. These facilities freed up an entire floor for student use and stabilized collections encroachment on library space, but door count growth continued unabated, and pressure on library space remained intense.

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**fig 7.1**

Virginia academic library space per student in 2006.

**fig 7.2**

Cabell Library visitor counts through 2011.
VCU Libraries presented this data in every possible forum at every available opportunity for over 12 years, from VCU’s governing board of visitors to talks before alumni groups. By 2009, every constituency or stakeholder at VCU was aware of an acute, near crisis-level shortage of library space.

**ESTABLISH A NEW NARRATIVE ABOUT THE LIBRARY**

Third, despite decades of changes in libraries and library buildings, many faculty members and institutional leaders of academic institutions retain antiquated perceptions of libraries as underused storage facilities for print materials. Further, significant stakeholder communities seldom enter library facilities. They enjoy library benefits through online services and collections, but have no direct experience with library facilities and do not witness their heavy use by students.

In 2014, OCLC’s report *At a Tipping Point* showed that the library brand was overwhelmingly books. It has been a remarkably stubborn perception of libraries by their constituencies; since OCLC began its survey of library
perceptions in 2005, books came to mind first for 69 to 75 percent of respondents (figure 7.5). No matter how vibrant library spaces appear to librarians, and even in the face of data showing steadily growing use of library facilities in the digital age, a significant segment of academic library communities still perceive library buildings primarily as repositories of physical materials.

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**fig 7.5**

Library brand as perceived by users.

<table>
<thead>
<tr>
<th>LIBRARIES = BOOKS, INFORMATION, BUILDING, READING</th>
<th>TOTAL RESPONDENTS</th>
<th>AGE 16-24</th>
<th>AGE 25-35</th>
<th>AGE 36-50</th>
<th>AGE 51-50</th>
<th>AGE 60+</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOOKS</td>
<td>75%</td>
<td>70%</td>
<td>80%</td>
<td>79%</td>
<td>74%</td>
<td>75%</td>
</tr>
<tr>
<td>INFORMATION</td>
<td>12%</td>
<td>18%</td>
<td>9%</td>
<td>8%</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>BUILDING (ENVIRONMENT)</td>
<td>6%</td>
<td>8%</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>READING</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Clearly, space statements are not sufficient in the face of such persistent perceptions. Academic libraries must change perceptions and create a sense of excitement around new buildings if they wish to pursue contemporary architectural expressions and assemble sufficient financial assets for design and construction. VCU Libraries built upon its work in making a compelling case statement by promoting a distinctive, distinguished, and contemporary library facility as the best solution to its challenges.

Creating the New Library Story

To create a new narrative about its libraries, VCU Libraries adopted a strategy focused on pursuing a renovation/new construction project that could address needs; achieve national recognition and distinction for new library construction, for VCU Libraries, and for the university as a whole; and substantially upgrade and beautify the existing, ideally located James Branch Cabell Library. The framework called for communications and advocacy that focused on

- incremental upgrades and preparatory work that tangibly displayed exciting possibilities for new library space,
- articulating a vision of libraries as “more than books,”
- educating stakeholders about inspiring and distinctive contemporary architecture for libraries, and
- highlighting capabilities, potentials, and benefits unimaginable to stakeholders and the community, including the distinction brought to the university by a new library building and its potential as a competitive advantage in recruiting students.

*Incremental upgrades:* At the start of the new century, VCU’s library facilities had remained largely unchanged since their completion in 1975. Even furnishings and carpeting in the two major facilities dated to that time or earlier. VCU Libraries leadership devised a renovation plan for library facilities that highlighted acute needs but also aimed to showcase functionality and new capabilities that contemporary libraries could offer the university’s academic communities.

Figure 7.6 summarizes the renovation strategy. First, with no hope for major investment in the long term, VCU Libraries redirected a small, $1.3 million renovation fund intended to spruce up both facilities through significant alterations of portions of the entrance and first floors of both buildings only. A new coffee bar within the library, an innovative feature at the time that resulted in a nationally broadcast NPR program segment, immediately emerged as a powerful demonstration of the dynamism library spaces promised to their academic communities.

Following the first renovation, a series of four succeeding renovations eliminated branch libraries and reshaped both main library facilities in ways that further demonstrated the capabilities provided to academic communities by contemporary library space. Further, these renovations established off-site print storage as an acceptable option for library materials and demonstrated how library space could publicize and elevate VCU’s academic distinction in fine arts and health sciences. Finally, library use grew enormously as a result of attractive, useful renovated spaces. The growth accelerated a sense of urgency among stakeholders around a new library facility to meet needs and also fulfill the exciting promise for VCU’s academic environment that renovations demonstrated.

*Exposing stakeholders to inspiring library architecture:* Along with renovations as examples, VCU Libraries set out to educate VCU’s diverse communities and stakeholders about the capabilities of new library facilities and the inspiring architecture shaping many of them. Beginning in 2006, numerous presentations to disparate VCU communities focused on examples of how other libraries, particularly but not exclusively libraries at aspirational peer institutions, addressed library needs in inspiring ways. Plans and illustrations from the Seattle Public Library; Emory University; University of Nevada, Las Vegas; Goucher College; Ohio State University; and others seeded VCU’s communities with exciting architectural designs that built on and extended features in VCU’s renovated facilities with which they already were familiar.
VCU Libraries amplified the appeal of new architectures by highlighting the way in which a new library building could advance the university’s own ambitions. Combining a 2006 study that showed the impact on prospective students of library facilities with OCLC Tipping Point data proved particularly powerful in showing the way new library facilities affected decisions by students and alumni (figure 7.7). Both showed that library facilities were second only to facilities for academic disciplines in their importance to prospective students and, crucially, the university’s philanthropic community.
Unimagined possibilities for a new library building: Promoting the promise and functionality of new library facilities plays a central role in assembling the financial investment needed for a new building. Keeping in mind that for most stakeholder communities the library brand still brings to mind books, VCU Libraries developed a vision for its new library building that addressed urgent needs identified in the case statements, but also included innovative and highly distinctive features important to goals set forth in VCU’s strategic plan. Vision elements included

- Visually stunning appearance: The architecture of VCU is dominated by brick facades and Brutalist architecture. The vision for a new library departed from prevailing architecture: VCU Libraries sought a bright, transparent, glass-and-stone design that could act as a beacon at the intersection of campus life, illuminating the campus around it and creating an architectural presentation unique among Virginia academic institutions.

- State-of-the-art academic work spaces for students: VCU’s renovated library spaces, combined with presentations about new library facilities at other institutions, developed momentum around replacing inadequate 1975 study space with space designed for 21st-century academic work. The building proposal included a media laboratory and makerspace, a feature emerging nationally as indispensable for student work.

- Diversity of seating: Student input and testimonials (gathered via surveys) opened eyes among university leaders regarding student hopes for a diversity of seating—group study, individual study, lounge seating, and especially small group study rooms—of the sort their peers at other institutions enjoyed.

- Dedicated space for faculty and graduate students: VCU Libraries highlighted plans to dedicate significant space to graduate students and faculty, a feature prominent at other academic libraries. At VCU, this space would have the best furnishings and best natural light in the entire new building.

- At 5,863 square feet, one of the largest Starbucks on the East Coast, extending the first café established in 2001, fully integrated into Cabell Library with seating open during all library hours.

- A 400-square-foot exterior LED display (figure 7.8) used to display artwork from VCU’s vibrant fine arts community.

- A 5,000+-square-foot lecture hall on the third floor of the new library equipped with a full catering kitchen, flexible seating and lighting, and the largest single video display at VCU, opening via a fully retractable glass curtain wall to a 400-square-foot outdoor terrace for event receptions (open to students outside of event hours).

- A reading porch on the third floor overlooking the main campus pedestrian thoroughfare with windows that opened, wicker furniture, and ceiling fans that emulated a screened porch.

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**fig 7.8**

Exterior display.

(Credit: VCU Libraries.)
Carrying the Message

Capital projects for libraries rely on multiple funding streams. For public institutions like VCU, those consist principally of institutional funds, philanthropic support, and government funding. Each funding stream comprises multiple sources. Institutional funds may draw from capital monies, reserves for safety and security, or even student fees; philanthropic support includes foundation grants, major capital gifts, and small donations; and government funding may include bond-supported allocations or capital funds, as well as permanent operating monies required for utilities and maintenance.

Securing these funding sources requires cultivating a broad array of institutional decision makers and key institutional staff; potential corporate, foundation, and individual funding sources and influencers; and government leaders in both executive and legislative branches. VCU Libraries engaged in a decade-long strategy of outreach to these funding key holders to build awareness of its needs and goals. Four strategies proved effective.

- **Empowering staff as ambassadors:** As part of regular operations, VCU Libraries held meetings of the entire staff three times a year throughout the 12 years leading up to the start of construction. The dean of libraries also met with the staff of each department once a year, with the library faculty once a month, and with department managers once a month. Nearly every meeting included updates and solicited input on plans for renovations, off-site storage, space needs, and design considerations for a new building. Though intensely time-consuming, the effort prepared every staff member to act as an ambassador to promote a new library facility, vastly increasing the settings in which other university communities could learn about new library space.

- **Engaging all campus communities and allies:** All academic institutions experience intense competition for capital investment among many different units. Academic libraries must constantly enlighten a broad assortment of institutional communities about the benefits of new library buildings to them and the university as a whole in order to become a leading priority for funding.
  - As in all research universities, VCU’s academic communities are immensely diverse in discipline richness, program offerings, and physical location. Although the university’s health science campus is over a mile removed from the main campus, where the investment need was greatest, VCU Libraries invested significant effort to keep leadership and faculty on that campus apprised. Staff of the health sciences libraries participated in all internal meetings and took every opportunity to educate health sciences campus community members about a new library on the main campus.
  - VCU Libraries used regular monthly meetings with its faculty advisory committee (comprising faculty from every school and college on both campuses), school and college committees, and the student governing associations on both Richmond campuses to present the case statement and describe the future.
  - Philanthropic and community supporters were engaged early in the process, both to raise funds for a new facility and also to empower those communities to share the library’s goals with university, regional, and state leaders and funders through their own contacts with them.

- **Persevering in making the case to institutional leadership:** Beginning in 2001, VCU Libraries began using every possible opportunity to present the case for significant library expansion to senior university leadership, including deans, vice presidents, the provost, the university president, and the university’s board of visitors. In large part because university leadership had already absorbed the message, VCU’s current president publicly declared upon his arrival in 2009 that a new library was one of his key short-term strategic goals. By 2013, funding had been assembled for the project.

- **Leveraging opportunities to educate executive and legislative branch staff at the state level:** The dean’s work in state-level advocacy for the Virtual Library of Virginia (VIVA) and the Virginia Library Association (VLA) opened opportunities to present library space issues, with VCU Libraries as a chief example, to executive branch staff (budget directors, secretarial staff and the secretary in the Education Secretariat, and others) and legislative branch staff for House and Senate finance committees, along with, on occasion, House and Senate members themselves. Elements of the case statement for VCU had particular
appeal, especially the need for student space suitable for 21st-century academic work demands. Inspiring academic library buildings as exemplars of economic momentum, demonstrations of the state’s forward-looking culture, and expressions of regional and state pride engaged executive and legislative leaders with unanticipated returns on investment for capital funds allocated to academic library buildings.

**Bringing It All Together**

VCU Libraries’ deliberate, long-term cultivation of university, regional and state government, and philanthropic communities to support a new library building holds three key lessons for institutions contemplating new library space or space expansion.

First, VCU Libraries built its work upon a foundation of persuasively crafted case statements, incremental upgrades to demonstrate the potential for library space, and changing the narrative about libraries to establish a new vision of libraries as valuable assets that advance university goals and vision. Importantly, VCU Libraries tied its vision for a new library to the university’s changing sense of itself, its academic vision, its pride, and its ambitions for itself and its region.

Second, incremental renovations and expanded awareness of offerings at other library facilities reinforced the appeal of benefits offered by new library facilities. Contemporary study and work space for students proved particularly powerful for that community, whose voice lent support for prioritizing a new library. The architectural and functional distinction that underlay the vision for a new library—illustrated by renovated spaces and new buildings at other institutions—directly and substantively advanced the university’s overall goals for visibility and recognition.

Finally, comprehensive, persevering outreach to many communities led to broad embrace of a new library building as a key goal for the university. Presentations to staff and library supporters created an advocacy community with expanded opportunities beyond those open to just library leadership. Engagement with students and leadership throughout the entire university, including individuals and units at a far remove from a library expansion project, persuaded the university community of the benefits for every university affiliate of a revitalized library. Opportunities with regional and state leaders to make the case created instant familiarity when funding requests for the new building came under consideration.

Creating new library facilities cannot rely simply on need. By combining case statements, vision, a new library narrative, and outreach, librarians can elevate library facilities from a less-than-urgent consideration to a lead priority for their institutions.

**Notes**


6. OCLC, At a Tipping Point, chapter 3 slide deck, slides 2 and 3, https://www.oclc.org/content/dam/oclc/reports/tipping-point/slidedecks/215133-bookppt-OPT-Chapter3.pptx.
