

UC Berkeley

Program Statement for the New Museum Complex

Berkeley Art Museum
Berkeley Natural History Museums
Pacific Film Archive
Phoebe A. Hearst Museum of Anthropology

March 22, 2004

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Executive Summary

The new museum complex will house the Berkeley Art Museum/Pacific Film Archive, the Phoebe A. Hearst Museum of Anthropology, and the Berkeley Natural History Museums. The Program Development Committee has confirmed elements related to space use and academic interaction, as well as improved campus/community relations. The program statement emphasizes that many uses of the new facility must be student-related because it was informed by the *Strategic Academic Plan*'s guiding principle that prime on- or near-campus spaces be used for activities that directly serve the educational mission of the campus.

Space Use

- The Berkeley Art Museum/Pacific Film Archive (BAM/PFA) and the Phoebe A. Hearst Museum of Anthropology (PHMA) will be two separate but contiguous buildings in the new facility. The two organizations will use some areas and services in common, for example, loading dock, gardens, and parking infrastructure.
- In the BAM/PFA space, there will be three theaters: two 300-seat theaters and one 150-200-seat theater. One of the former will be used by PFA in the evenings and for daytime course-related screenings. The others will also be used as classrooms and for additional university needs on an as-available basis.
- Various campus units will use 1200 ASF within the BAM/PFA teaching galleries on a rotating basis.
- The Berkeley Natural History Museums (BNHM) will use 2,000 ASF in the PHMA gallery for permanent and rotating displays.
- The joint plans for BAM/PFA and PHMA propose 47,500 ASF for galleries, 11,000 ASF for theaters/lecture halls, and 13,150 ASF for primarily academic activities. The proposed space usages appear to meet the needs of the museums and the academic programs on campus, and to improve the access of students and researchers to each museum's collections.

Academic Interaction

- There are currently significant academic interactions between the campus and BAM/PFA, PHMA and BNHM. Annually, about 10,000 students visit BAM/PFA, an average of 950 students visit PHMA, and 400 visit BNHM for instructional purposes.
- The proposed new facility will enable various academic interactions to increase. More theaters/lecture halls, classrooms, and teaching galleries will allow BAM/PFA to increase significantly its instruction activities, seminars, symposia and colloquia. With added instructional space in both the new facility and the converted Kroeber Hall gallery, PHMA anticipates a three-fold increase in students served and considerably more use by faculty and researchers. BNHM

estimates that the new gallery will allow for twice as many students to use the exhibits as is now the case.

- To ensure the safety of the increased numbers of student and faculty using the new facility, the site plans should include an improved connection between the complex and the campus. Currently, access from campus is through two hazardous intersections.

Campus-Community Relations

- The City of Berkeley is encouraging the development of art institutions in its “Arts District” and the location of the museum/film facility on Center Street is a fine addition to the district and to the downtown core in general.
- The Mayor’s Office has expressed approval of the museum complex at the proposed site and signaled the Mayor’s intention to support in every way the location of the facility there. A number of council members have also endorsed the idea.

Introduction

The building that houses the UC Berkeley Art Museum and Pacific Film Archive was retrofitted to improve its seismic strength to a level that allows it to continue functioning safely only as a low-occupancy facility such as a museum. However, the decision was made not to upgrade the building to the level of “good” because to do so would be exceedingly costly, impair the interior exhibit spaces, and leave unmet many pressing needs of the museum. Instead, a new facility was proposed. The preferred site for the new building is the property on Oxford Street currently occupied by UC Printing Services and the University Hall Parking Structure. In addition to BAM/PFA, other site occupants will include the Phoebe Hearst Museum of Anthropology, the Berkeley Natural History Museums, departmental visual arts programs, and a hotel/conference center.

Charge

The general charge to the Program Development Committee was to draft a program statement for the facility for review by SACI, ECPC, and other campus agencies. Once program approval is obtained, the campus will move into the architectural phase and more detailed programming and project design. The program statement includes the elements noted below:

- Recommendations for the configuration of the museum that will result in the maximum synergy with, and enhancement of academic programs on the Berkeley campus, beyond only those in the arts and humanities, and identification of opportunities for new programs in art and film.
- Features of the physical facility that will enhance the student experience on the UCB campus, as well as those for faculty and staff.
- Opportunities for engaging in interdisciplinary and interdepartmental collaborations, e.g., digital media for the arts, Consortium for the Arts, Center for New Media.
- Ways of improving faculty, student, staff and scholarly researchers’ access to the BAM/PFA collections.
- Ways the BAM/PFA relocation can improve campus-community relations.

The program statement also addresses key funding issues and includes estimates of square footage needed to meet the needs of each occupant.

Background

After the BAM/PFA building received a SAFER rating of “very poor” in 1997, the museum Board of Trustees began exploring various options to address the seismic issues and provide for program expansion. Because a full retrofit would have been very costly and would have actually reduced the amount of interior space for exhibits, the Board of Directors determined that the needs of BAM/PFA would be best served by a new building on an alternate site. The Board of Directors approached the campus with reference to a university-owned site on Oxford/Center/Addison streets.

In early 2001, the Executive Campus Planning Committee approved a study to determine the feasibility of locating BAM/PFA to that site (see Appendix A: *UC Berkeley Art Museum Downtown Relocation Feasibility Study*). As part of the feasibility study, BAM/PFA conducted in 2001-2002 a targeted survey of campus and community groups on the feasibility of a new arts facility on the Oxford site. This involved focus group meetings with UC faculty, staff and student groups; BAM/PFA advisory committees, members, and volunteers; key community groups; and City of Berkeley elected officials and staff (see Appendix B: *Report on the Oxford Street Site Feasibility Study Focus Groups—Summary of Input*).

The feasibility study narrowed its focus to two options for development on the Oxford site. Option 1A consisted of a proposal to construct the entire project, including replacement parking, on the Oxford/Center/Addison site. Option 1B considered building a replacement parking structure just west of University Hall. The budget for Option 1A was calculated at about \$118 million, and the budget for Option 1B was estimated at between \$111 and 115 million.

The feasibility study found in 2002 that Option 1A is preferable and that the museum's proposed relocation to the site is feasible, though costly. On the positive side, relocation to the Oxford site would provide BAM/PFA with expansion space and a significantly better location in terms of improved visibility and transit access, as well as synergy with other downtown cultural and retail activities. On the negative side, BAM/PFA would have to raise a large amount of donor money for a new building and this particular site will have significant "soft costs" involved in preparing it.

The study recommended designating BAM/PFA as the preferred use for the site; commencing design guidelines and program development, including the selection of an architect; considering integration of other campus museums (especially the Hearst Museum) into the site; and exploring parking alternatives that include both replacement parking and additional UC parking demand in the area.

General Use Proposal

The proposed configuration of the new structure will provide 146,000 GSF (or 88,000 ASF) for BAM/PFA use (which includes 1,200 ASF for rotating uses by other campus departments and collections). In the new complex, there will also be a separate, contiguous building of 28,400 GSF (about 19,000 ASF) for the Phoebe Hearst Museum of Anthropology, of which 2,000 ASF will house permanent and rotating displays of the Berkeley Natural History Museums. BAM/PFA and PHMA do not intend to duplicate spaces that can be used in common such as the loading dock, gardens, and the parking infrastructure. Table 1 shows the space allocated to all uses in the new structure.

Table 1. Preliminary Space Allocations for Museum Complex

	Existing BAM/PFA ASF	Proposed BAM/PFA ASF	Proposed PHMA ASF
Gallery			
Collection Gallery		20,500	
Special Exhibition Gallery		14,500	
Exhibition Galleries			10,500
BNHM Gallery			2,000
Subtotal	30,000	35,000	12,500
Theater/Lecture			
Film Theater-300 seat		4,000	
Lecture Theater-300 seat		4,000	
Film/Lecture-150-200 seat		3,000	
Subtotal	3,500	11,000	
Entry/Lobby			
Main Lobby & Cloak Room	400	4,000	900
Theater Lobby	2,700		
Subtotal	3,100	4,000	900
Education Programs			
<i>PFA Library & Film Study Center</i>			
Reading & Reference Room	360	1,250	
Collection Study Center	1,200	2,000	
Film Study Screening Room	575	750	
Subtotal	2,135	4,000	
<i>Education & Art Collection Study Centers</i>			
Asian Collection Study Room		500	
Drawing & Print Study Room		1,000	
Conceptual Art Study Room		500	
Painting & Collection Study Room		1,000	
Conference/Seminar Room		1,500	
Media Lab		500	
Subtotal	1,735	4,500	
<i>PHMA Education Open Space</i>			
University & Public Educational Programs			3,150
BNHM exhibit space			2,000
Subtotal			5,150
<i>Education Galleries</i>			
Interpretive Center		300	
Teaching/Archive Galleries		1,200	
Subtotal	0	1,500	

Table 1. Preliminary Space Allocations for Museum Complex (continued)

	Existing BAM/PFA ASF	Proposed BAM/PFA ASF	Proposed PHMA ASF
Public Service			
Museum Store & Support	800	2,500	840
Café Dining & Support	1,100	2,500	
Subtotal	1,900	5,000	840
Program Support			
<i>Exhibit Support</i>			
Registration			
Temporary Art Storage			
Matting & Framing			
Receiving & Crate Holding			
Preparation			700
Carpentry			
Photography			
Subtotal	5,600	5,550	700
<i>PFA Film Support</i>			
Preparation			
Collection Temporary Holding			
Shipping and Receiving			
Subtotal	800	1,200	
<i>General Support</i>			
Truck Dock			
Shipping & Receiving			
Mailroom			
General Storage			
Subtotal	4,250	4,250	
<i>Administrative</i>			
Staff & Docent Offices			720
General Administrative			240
Office/Security Support	9,000	12,000	
Subtotal	9,000	12,000	960
Total Assignable Square Feet	61,920	88,000	19,050

Table 1. Preliminary Space Allocations for Museum Complex (concluded)

	Existing BAM/PFA ASF	Proposed BAM/PFA ASF	Proposed PHMA ASF
Total Assignable Square Feet (from previous page)	61,920	88,000	19,050
Non-Assignable Space			
<i>PHMA</i>			
Restrooms			480
Circ., Walls, Mechanical, Structure, etc.			7470
<i>BAM/PFA</i>			
Restrooms, Circulation, Walls, Misc. Storage, Mechanical, Structure			
Subtotal	41,080	58,000	7,950
Total Gross Square Feet	103,000	146,000	28,400

* Does not include 3,901 SF PFA Theater located at Hearst Field Annex

** Does not include 23,000 SF of art & film or storage space at 2000 Carleton and 6710 San Pablo

*** Does not include 5,000 SF of leased office space on Bowditch Street

Current and Future Uses of BAM/PFA

Current Academic Interactions

As shown in Table 1, the museum currently has 103,000 gross square feet (GSF), with program space at about 62,000 assignable square feet (ASF). Many of the current uses of the space connect with the educational mission of UC Berkeley. Twenty-seven departments hold classes in BAM and one department holds classes in the PFA. In addition, the PFA auditorium is used as a general assignment classroom in the mornings. BAM/PFA has 31% of its program audience comprised of students—the highest percentage of any university museum in the United States (Appendix C presents student use rates for 2001-2003).

Future Academic Interactions

The proposed new facility will provide space for numerous academic interactions to increase. More theaters/lecture halls, classrooms, and teaching galleries will allow BAM/PFA to expand significantly its instruction activities, seminars, symposia and colloquia. Below are described the types of uses proposed for the BAM/PFA space (see Appendix D for more detail).

- **Exhibition Galleries**—Two large (6000 ASF), six medium (3000 ASF), and three small (1500 ASF) galleries for collections or special exhibits.
- **Teaching Galleries**—Two or three spaces for exhibiting displays organized for UCB academic purposes. Faculty from various departments will curate short-term exhibits in these galleries in conjunction with their teaching curricula.
- **Theaters**—One of two 300-seat state-of-the-art film theaters will serve as primary venue of PFA as well as for daytime course-related screenings. The other will be a lecture theater and classroom for use by UCB units and departments. The 150-200-seat studio theater will have multiple uses—film, video, digital projections, lectures, performance art, music and dance—on a space-available basis. These theaters will be run on a not-for-profit basis, but BAM/PFA will pass on operating costs to users.
- **Entrances**—The main entrance and lobby will welcome visitors to the museum. The education center lobby will provide a central gathering space for UCB and K-12 student groups.
- **Visitor Orientation Spaces**—The main lobby will orient visitors to the layout of the museum. The Interpretive Center will be a quiet room to introduce visitors to the exhibits and the collection. Gallery study areas, located within each gallery, will allow for the reading of information materials.
- **Seminar Room**—One flexible classroom/conference room, equipped with state-of-the-art audio/video/DVD, to seat 100 people. Dividable into two 50-seat seminar rooms by sound-proof partition.
- **Media Teaching Lab**—Instructional space for digital art and new media research for use by visiting artists and by various departments.

- **PFA Library**—Will house the comprehensive collection of film study materials in a study center with a reading and research room as well as individual viewing carrels.
- **Film Study Screening Room**—State-of-the-art screening room to seat 25-30 people for screenings associated with PFA’s academic and research mission.
- **Art Collection Study Center**—Three teaching classrooms for temporary display of art objects, supported by a series of collection holding rooms accessible for research by Art Practice and Art History faculty and students, and by professional curators.
- **Retail/Book Store**—Intended to generate operating revenue for BAM/PFA through the sale of catalogs, books and other design-related articles. Adjacent to the main lobby.
- **Restaurant/Food Service**—To serve the museum’s patrons and potentially become another source of revenue. Would seat 125-150 people either cafeteria style or simple table service.
- **Special Events Space**—A large open area capable of seating 250-400 near the restaurant space. For large, sit-down banquets or other special events or conferences.
- **Offices**—Space to accommodate 75-90 full-time staff members. Work space, lockers and lounges also necessary to accommodate 125-150 part-time employees, interns and volunteers.
- **Art and Film Exhibit Support**—Carpentry/fabrication shops, framing and matting area, registration/conservation space, art storage vault, film preparation and temporary holding facilities.
- **Photography/Documentation Studio**—Place to photograph works in the collection or the special exhibits.
- **Shipping & Receiving**—A secure area for the processing and temporary holding of incoming/outgoing art works and exhibit materials.
- **Loading Dock**—all-weather facility with a single full-length bay to accommodate a semi truck. A truck-high loading dock or large hydraulic platform must serve this area. Separate loading areas required for food service area.
- **Equipment/Material/Pedestal Storage**—for all equipment and materials actively used at the museum site.

Current and Future Uses of the Phoebe Hearst Museum of Anthropology

Current Academic Interactions

The Hearst Museum provides graduate and undergraduate students with the opportunity to examine and learn from primary materials—artifacts, specimens, and documents—in many fields of study. Sessions of graduate seminars and other small classes are frequently taught in the museum’s seminar room within the collections storage area in Kroeber Hall. Currently, about 950 students per year are served, through courses in Anthropology and Archaeology as well as Art Practice, Art History, Classics, Music, Near Eastern Studies, Southeast Asian Studies, and freshman breadth requirements. Appendix E provides detail on the courses taught through PHMA between 1999 and 2003.

Future Academic Interactions

By increasing the amount of space dedicated to university instruction through expansion at the Oxford Street site and renovation of the Kroeber exhibit space into classrooms, three times more students will be served—up from an average of 950 students per year to over 3,000 students per year. Table 1 shows the proposed uses for the 28,400 GSF building on the Oxford Street site that will provide exhibition and instruction using Hearst Museum collections and those of the Berkeley Natural History Museums.

- **Exhibition Galleries**--15,000 GSF of gallery space (approximately 10,500 ASF in an open gallery format at 70% efficiency) will be designated for the following permanent exhibits, which are reflective of the history of the major cultural and ethnic groups of students at the university and in the San Francisco Bay Area: North American Indians; Ancient Mediterranean (Egypt, Greece, Rome, Mesopotamia); Latin America (including ancient Peru); Africa; Asia & Oceania. A concept called “visual storage” pioneered by the University of British Columbia Museum of Anthropology will be incorporated into the galleries so more objects can be displayed than would otherwise be the case. BNHM will use an additional 3,400 GSF (2,000 ASF) in the gallery space (see below).
- **Museum Entrance Lobby**--The museum’s entrance lobby will orient the visitor to the museum and contain amenities such as a cloak closet, visitor information and admission desk, a computer kiosk, display of public events calendars, water fountains, and a security station. Oversized objects such as a totem pole, Etruscan sarcophagus, seal skin kayaks, Maori house posts, New Guinea ancestor figures, acorn storage bins, and much more can be displayed in the lobby, drawing the visitors into the galleries.
- **Educational Programs & Special Events**--The programs space will serve multiple functions including university classroom instruction, special events, craft demonstrations, K-12 hands-on activities, cultural arts performances, lectures, and family festivals. Program space will be situated on the second floor. A flexible sound-proof partitioning system will accommodate public programming needs. PHMA proposes to share the studio theater in BAM/PFA space for large lectures, panel discussions, film screenings, seminars, and conferences. Classroom space will be available in PHMA space for UCB faculty to use in conjunction with exhibits.

- **Museum Gift Shop**--The museum gift shop will generate operating revenues for the museum. It will be adjacent to the museum entrance lobby and visible from the street to increase foot traffic into the museum. Visitors will be able to enter the store without paying an entrance fee to the museum. There is no comparable store in the downtown Berkeley shopping district.
- **Support Facilities**--New staff will be hired and located at the Oxford Street museum galleries and classrooms. A modest amount of office space and general administrative space (copy machine, storage of supplies and equipment, staff lounge) can accommodate them. The staff offices will be in open office space with workstation partitions, and there will be a docent office for the volunteers and graduate students who interact with the public in the galleries.

Current and Future Uses of the Berkeley Natural History Museums

Current Academic Interactions

The Berkeley Natural History Museums (BNHM) is a consortium comprising a number of renowned collections on the Berkeley campus: the Essig Museum of Entomology, Museum of Vertebrate Zoology, UC Botanical Garden, UC Museum of Paleontology, University and Jepson Herbaria, and the Phoebe Hearst Museum of Anthropology. The BNHM also share administration and programmatic activity with the California Biodiversity Center, which oversees programs at several Berkeley field stations. Collectively, the BNHM support the research of a large number of undergraduate and graduate students, and the collections are used for several undergraduate classes in such areas as plant and animal diversity, molecular ecology, and conservation biology.

Future Academic Interactions

The proposed permanent and rotating displays within the 2000 ASF dedicated gallery space will significantly enhance BNHM teaching and outreach activities. The space will include static displays as well as computer interfaces to databases and on-line interpretive tools. Topics that cut across programs of multiple units include discovering and understanding biodiversity, interactions between people and natural diversity, and human evolution. Each of these themes will encompass the past as well as the present, include molecular as well as traditional approaches, and take advantage of digital as well as physical presentation of collection and data. BNHM personnel expect the new displays to increase the breadth and the quality of student interaction with the museums, and to double the approximately 400 students currently served.

Synergies

Potential spaces shared by BAM/PFA and PHMA include both interior and exterior spaces. Inside, the following could be shared: lecture theater, studio theater, loading dock, and freight elevator. Outside, there are opportunities to share gardens, space for reserved parking of museum vehicles, and parking for school buses. The BNHM exhibits will interface closely with those of the PHMA and will feature (and promote) collaborative research across individual museums and field stations. Lastly, all organizations will benefit from necessary improvements to site access. Site plans should include alterations to the two pedestrian crosswalks—one with a light, one very dangerous one without—that will take pedestrians to the complex from campus.

Fundraising

The BAM/PFA Board of Trustees began in 2002 to assess its ability to raise the necessary funds. Using an architect's calculation of \$400-\$500 per gross square foot (GSF), the Board has determined that in five years it can raise funds necessary for a 146,000 GSF building, approximately \$72 million.

The Phoebe Hearst Museum of Anthropology will raise the funds necessary for its part of the 28,400 GSF building—approximately \$15 million--in ten years. The Berkeley Natural History Museums anticipate raising approximately \$2 million in the same ten years, \$1.7 million for the additional 3,400 GSF, and \$300,000 for development and maintenance of displays.

The museum facility may become eligible for some state seismic funds; the precedent has been set that 25% of the cost of fully retrofitting the old BAM/PFA building may be contributed by the state for the new building. That can not be pursued until there are more specific plans and estimated costs.

APPENDICES

- A** ***UC Berkeley Art Museum Downtown Relocation Feasibility Study***
- B** ***Report on Oxford Street Site Feasibility Study Focus Groups***
- C** ***UC Berkeley Art Museum & Pacific Film Archive Student and Academic Class Use 2001-2003***
- D** ***BAM/PFA Building Program Summary: Discussion Draft***
- E** ***Program Plan: Phoebe A. Hearst Museum of Anthropology Oxford Street Site***

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