

"Where you and I are going to spend the rest of our lives:"


What a future library really looks like.



Re-Think It: Libraries for a New Age
Grand Valley State University – August 2015
Corey Seeman – Kresge Library Services
(University of Michigan)

Envisioning the Library of the Future

Greetings, my friend. We are all interested in the future, for that is where you and I are going to spend the rest of our lives. And remember my friend, future events such as these will affect you in the future. You are interested in the unknown, the mysterious, the unexplainable. That is why you are here. And now, for the first time, we are bringing to you the full story of what happened on that fateful day. We are giving you all the evidence, based only on the secret testimonies of the miserable souls who survived this terrifying ordeal. The incidents, the places, my friend we cannot keep this a secret any longer. Let us punish the guilty, let us reward the innocent. My friend, can your heart stand the shocking facts about grave robbers from outer space?



https://archive.org/details/Plan_9_from_Outer_Space_1959

Plan 9 from Outer Space
Edward D. Wood, Jr. (1959)

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- ACRL Top Trends in Academic Libraries (June 2014)
 - Data
 - Device Neutral Digital Services
 - Evolving Openness in Higher Ed
 - Student Success
 - Competency-based Learning
 - Altmetrics
 - Digital Humanities
- See: <http://crln.acrl.org/content/75/6/294.full>

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- Great deal of discussion about the "value" of the academic library.
- Value of Academic Libraries Report (2010) <http://www.acrl.org/value/>
- The need for this discussion could be an indication that we've reached a "tipping point."



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- **"Library Space: You might say that library space (and what we're doing to improve it to meet user expectations better while positioning the library as a place of intentional learning and community engagement) is always a big factor, in any year.** In 2015, I think academic librarians will be doing even more experimentation with their spaces in an effort both to attract even more students and demonstrate the beneficial impact of students connecting with the library and librarians. We're only beginning to explore how new spaces for digital scholarship and creativity fit into the academic library. We'll be learning more from one another this year about how to get these spaces right."
- Steven Bell – Top 10 Academic Library Issues for 2015 (Library Journal, February 18, 2015)

(<http://libjournal.com/2015/02/opinion/steven-bell/top-10-academic-library-issues-for-2015-from-the-bell-tower/>)

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- The future of the library is not:
 - Drones
 - Self-driving cars
 - 3D printers (making other 3D printers)
 - Slapping "literacy" on any term to take ownership (think flag)
 - Completely within our control
- The future of the library will be measured in small steps.
- **The future of the library is what we make of it**



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- The future of the library is not dire, nor are we alone
- Industry sectors "Life Cycle Stage" - IBISWorld
 - Newspaper Publishing – Decline
 - Periodical Publishing – Decline
 - Book Stores – Decline
 - DVD, Game and Video Rental - Decline



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- The future is not altogether good nor bad
- The perception of our needs for space and student needs are being weighed against each other.




Ikea "Dream Kitchen" ad

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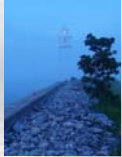
- This will require librarians to balance what libraries have been with what they will become.
- Current libraries have feet in both 'worlds'
- We are in a definite transition period that will continue for the next 20+ years.



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- **A Physical Space**
 - Study
 - Print Materials
 - Interaction Spaces
 - Walk-in Access
 - Some of this can be done by others.
- **An Ethereal Space**
 - This is where we **connect** with our community.
 - This is where we **provide clarity** to a complicated information universe.
 - This is where we **contribute** as a "Value-Add."
 - This is where we do 'library' work.
 - This cannot be done by others

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- Our libraries today operate in both spaces.
- If forced to choose, do we elect to save your physical or ethereal space?
- Will we exercise self-determination for our future?
- What are the internal (library) vs external (organization) demands that will have an impact on our space allocation?
- The more ambitious the school – the greater the demand for space.



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- The library of the future is smaller...way, way smaller. Space is a luxury on academic campuses.
- Is it about ownership or access to information? (perpetual access via vendor sites).
- Shifting from 'just in time' vs. 'just in case' – the traditional collecting methods of libraries.



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Ross Construction Project

- Kresge Business Administration Library
 - Built in mid 1980s to serve the research and curricular needs of the Ross School of Business
 - We are open 108 hours during the Fall and Winter Terms.
 - Seating for nearly 700 students.
 - Very visible, located in the center of the Ross Complex (27K square feet).
 - We have a collection of over 140,000 volumes in Ann Arbor and Flint (where they are stored at the University of Michigan-Flint)
 - Constant state of "Library Erosion"

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Ross Construction Project

- Summer 2013 – Scope of plans shared*
- September 2013 – Gift announced
- Early 2014 – Plans developed
- End of Winter Term – Started vacating the building
- June 2014 – Moved to MObot
- July 2014 – Print moved out
- Fall 2014 – Rebuilding Kresge Library Services



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Ross Construction Project


- Fall 2014 – Rebuilding Kresge Library Services
- Winter 2015 – Kresge Value Proposition Meetings Started
- Summer/Fall 2016 – Expected completion and move in to the new space
- January 2017 – Expected opening of the new building to the school




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Change Management


- NOT a library problem of the 21st century.
- Changes over a 30-40 year professional career are huge
- Changes in the last 50 years:
 - Copy cataloging
 - Local online catalogs
 - Expanded access (TOC, more subject headings)
 - Shared catalogs (MeLCat, etc.)
 - Shared systems
 - Discovery layers
 - Working papers management → digital repositories
 - Coffee and food in the library




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Change Management


- Losing Your Physical Space
 - You have to come to grips with what this means
 - We are not a student destination any longer for study
 - We cannot be format agnostic in collecting
 - You cannot dwell on the past




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Change Management

- Corey's planning priorities:
 1. Staff
 2. Services
 3. Stuff (*and spend*)
 4. Space
- Build services based on what you **have**, not what you **had**
- Make spending choices not on history – but on future needs
- We had no choice but to build an Ethereal Library!



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Change Management

- Parameters of the Ethereal Library – or the 6P Approach
 - Philosophical
 - Patient
 - Positive
 - Proactive
 - Perform
 - Ms. Pirkola's Rules
- See: tinyurl.com/Ethereal2015



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Becoming the Ethereal Library

- Three basic tenets:
 - Assess what you can do with your new space.
 - Give up traditional services if you cannot manage or run them effectively.
 - Take risks & be entrepreneurial - You are playing with house money.

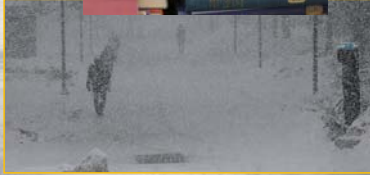


Patriotic Cat Enjoying Freedom – South Haven, Michigan July 4, 2014

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Becoming the Ethereal Library – Programs Lost

- No longer collecting print (have 200 volumes)
- Unique titles to main library
- No longer a "student destination" – some silver linings.



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Becoming the Ethereal Library – Programs Gained

- Exam/Assignment Program
 - Many faculty do not want to hand back assignments in class.
 - Some faculty also do not let students keep completed exams.
 - This service ran as a pilot in Winter Term and went go to the Library in the Fall 2014.
 - Will Continue with Kresge into the new building.



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Providing Value With New Constraints

- Our "old" value proposition:
 - Space for students to study
 - Space for physical collections (in all formats)
 - Strong historical collection
 - Strong electronic collections

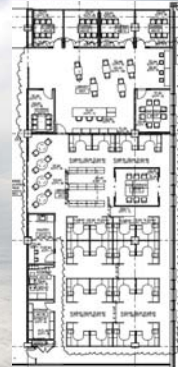


Park Library Central Michigan University

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Providing Value With New Constraints

- Our "new" value proposition must:
 - Live within the restrictions of virtually no collection space.
 - Figure out new collaboration mechanisms to serve our community.
 - Move away from the model where we provided student study space.
 - Focus on what we can do vs. what we have done.**



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Providing Value With New Constraints

- Our “new” value proposition remains:
 - Using the resources at our disposal, we will support the curricular and research needs of the Ross Community.
 - Seek out new opportunities to provide services for the school & campus.
 - Embrace our new reality.



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Providing Value With New Constraints

- “Kresge Value Proposition” Meetings
- Winter 2015 – with Faculty, Students and Staff
- Will continue moving forward
- New ideas to come from these meetings:
 - New subject and journal alerting services
 - Need to bring back course reserves to Kresge
 - Managing communication with Ross communities (faculty, staff, students, alumni)
 - Grow the exam and assignment program
 - Explore opportunities with Exec Education & other departments

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Closing Thoughts & Questions - Big Win on Staffing

- The premise with this reduction has been space and space alone.
- We have been able to move forward with redeployed staff
- No full-time staff losses related to this move.
- Temporary Staff counts way down (no need for full evening staff).




New article - “No One Gets Left Behind:” Managing Library Human Resources During Dramatic Shifts in *Advances in Library Administration and Organization* (Volume 33, 2015)

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Closing Thoughts & Questions – Library Futures


- Fewer certainties for academic libraries now and especially 20 years in the future.
- I believe that most libraries will continue to lose space until it is mostly gone.
- We need to be nimble, flexible and resilient to meet the needs of the school – this secures the future of the library.
- We need to be focused on the end-user of the library resources.



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Closing Thoughts & Questions - Where is the Long Tail?

- Print collections are built on needs both now and down the road.
- Many items are used in 10 or 20 years – but will libraries have space to see that materialize?
- Long-term ROI appears to contract in an electronic-only Information environment.



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Closing Thoughts & Questions - What’s in a Name?

- Changing our name to Kresge Library Services
- We are no longer a “destination” or a library in the traditional sense.
- The print holdings were 2% of our use, but 50% of our perception.
- Even though “Kresge” will belong to the building – “Kresge Library” has great brand recognition at Ross.



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Closing Thoughts & Questions - The Canary in the Coal Mine

- Are departmental/branch libraries the "canary in the coal mine?"
- Is the canary just sleeping?
- Our space contraction appears to be the future of libraries everywhere – we just had it happen all at once.
- ***We were saved by service!***
- Should we just be happy with what we have left...like a squirrel with a churro.



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Thank You



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