


The Ethereal Library: Our Experience in Library Futures at the Kresge Library

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2 Presentation Outline & Objectives


- 2020 Vision – Change & Libraries
- Two Places of the Library
- Ross Construction Project 2013-2019
- Future Challenges for Libraries
- Lessons Learned at Kresge



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3 Presentation Outline & Objectives

- Want to show how we moved into becoming a 'library of the future.'
- Showcase some of the 'thought process' that went into this journey.
- Show some of the problems and opportunities.




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2020 Vision – Change & Libraries

- We live at a time of great change in almost all fields.
- The expansion of online education is fundamentally changing higher education.
- In the United States – enrollment in higher education is stagnant with fewer international students seeking a US education.
- This will impact the need of a physical library on each campus.
- This will impact the roles that librarians play on campus.



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2020 Vision – Change & Libraries

- "Business has always been subject to uncertainties and change. It is affected by the elements, by wars, by mass movements, by changes in the wants and desires of consumers and by government regulation. Above all, competition tends continually to modify the business structure. New methods, new products and new processes introduce new elements that undermine the supremacy of one industry or firm or even a whole system of doing business. And the trend toward increasing regulation of business by governmental bodies here and abroad must not be ignored. In short, one generalization that truly applies to all business is: Change is continuous and inevitable."

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2020 Vision – Change & Libraries

- Quote is from: Coman, Edwin T. Sources of Business Information, New York: Prentice-Hall, 1949.
- It is very easy to think about change only in our world.
- However, we have been subjected to change for years and years...and will be subjected to change for years hence.

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7 2020 Vision – Change & Libraries


- NOT a library problem of the 21st century.
- Changes in the last 50 years:
 - Copy cataloging
 - Local online catalogs & shared systems
 - Expanded access (FOC, more subject headings)
 - Shared catalogs
 - Discovery layers
 - Working papers management → digital repositories
 - Coffee and food in the library
 - Diminished roles (overall) of departmental libraries
- How many staff are checking in serials? And while we are here – what are serials?



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8 2020 Vision – Change & Libraries

- Librarians are fantastic about envisioning change when they are leading the way.
- We have done a good job of embracing the new electronic environment in a hybrid fashion with traditional print volumes and physical media.
- These incremental changes can add up when pieced together...
- HOWEVER, we are likely still behind where our patrons are and where they likely WISH we are.
- Because we collect for the 'long term,' we are likely far more conservative than we should be.
- Is our library supporting a world where I can present to India from COLD Michigan!



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9 2020 Vision – Change & Libraries

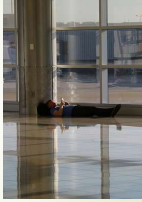
- Change in libraries will more likely be a change that is thrust **upon us**.
- Are we ready to manage through real change?
- Are we ready to give up services and resources our space will no longer accommodate?
- Are we ready to embrace the change being asked – or demanded of us?



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10 2020 Vision – Change & Libraries

- For many of our patrons, libraries are nothing more than waiting rooms where they can be productive.
- They want a place to...
 - charge electronics
 - study or do work
 - relax
 - sit
 - Collaborate
- They are typically very malleable




Waiting for a flight at Hartsfield-Jackson Atlanta International Airport – November 6, 2017

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11 2020 Vision – Change & Libraries


- We have often considered change in our field (publishers, software/LS firms and resource vendors) and how that impacts libraries.
- The factors that will demand change across higher education (and within the library) may include:
 - Space demands
 - Mergers or ceased operations
 - Funding of new priorities
 - Online education expansion
- Change may be a dual edged sword – vibrant schools will demand more changes than stagnant ones.



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12 2020 Vision – Change & Libraries

- The next generation of libraries must look and feel different.
- We will likely need to modify:
 - Services
 - Collections
 - Expectations
 - Abilities
- Our world is changing, we cannot deliver the same services and expect our communities to benefit in the same way.




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The Two Spaces of the Library

- In Library as Space Program in 2013 (Michigan Library Association) – I shared the notion that the Library had two spaces:
 - A physical space
 - An ethereal space
- They each provide distinct functions and benefits to the communities we serve.
- Both can be critical for the members of the communities served by a library.



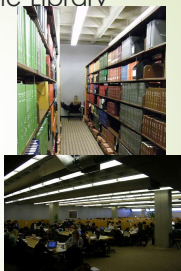
Vikram Sarabhai Library at Indian Institute of Management Ahmedabad (Gujarat, India - November 20, 2017)

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The Two Spaces of the Library

- Physical space is used for:
 - Study
 - Print Materials
 - Interaction Spaces
 - Walk-in Access
- For many functions - a physical space can be managed just as well by others.
- Print collections might be 2% (or less) of the usage – but 75% (or more) of the perception of the library



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The Two Spaces of the Library

- The Ethereal space is used for service.
 - 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 SHINE!



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The Two Spaces of the Library

- Space is a luxury on academic campuses – and with that – we lost ours.
- There may actually be a move to decentralize a campus – creating the opposite problem – no need for a physical campus.
- Are libraries ready for either future? Likely not.

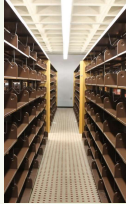


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Two Spaces of the Library

- Let's think about our current library...
- And take away your print volumes
- Now, take away your book stacks
- Finally, lets move student space out of a library
- What do you have left?



Empty Shelves at Kresge Library After the Books Left

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Ross Construction Project 2013-2019

- 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 almost 150,000 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 2013-2019

- 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 MObown
- July 2014 – Print moved out
- Fall 2014 – Rebuilding Kresge Library Services




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Ross Construction Project 2013-2019

- 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 – Opening of the new building to the school



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Ross Construction Project 2013-2019

- 2017 – Assessment of Course Reserves abilities
- 2018 – Reconfiguration of the reference desk at Kresge
- 2019 – Reconfiguration of the work space to accommodate new Digital Education Staff
- 2019-2020 – Greater demand for Study Space



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Ross Construction Project 2013-2019

- We expect there to be continued changes as space needs evolve on campus.
- Our ability to work anywhere could lead to remote location for staff.
- Not being tethered to a print collection has been mostly good – especially during bad weather.
- We need to demonstrate flexibility and adaptability.



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Future Challenges for Libraries

- Are libraries well situated to address the future information needs of our communities?
- Where are we looking for the solutions we implement?
- Are academic libraries in sync with the organizations that they serve?

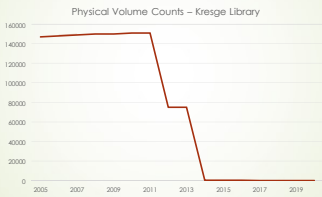


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Future Challenges for Libraries

- Where did the books go?



Year	Volume Count
2005	15000
2007	15000
2009	15000
2011	15000
2013	8000
2015	1000
2017	1000
2019	1000

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Future Challenges for Libraries

This is my vision of collection building in libraries – we need to find the balance between these needs.

Future Use *This is where Libraries have traditionally bought for (and many still do)*

Community Needs *This is where our campuses really want us to be working. This might be where the turnaways come from.*

Community Aspirations & Desires

Current Use

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Future Challenges for Libraries

- Library challenge is that we have multiple stakeholders and they have different needs – especially for business.
- Faculty needs – scholarly journals, articles, books , datasets
- Student needs – articles, company & industry information, market reports
- Community – Mostly similar to student needs

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Lessons Learned at Kresge

- 6 Key terms to guide our libraries:
 - Inevitability
 - Rapidity
 - Flexibility
 - Hospitality
 - Accountability
 - Empathy

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Lessons Learned at Kresge

- Embrace the Change.
- You need to be flexible and deal with change as it comes.
- "A completely re-thought Kresge Library Services, transitions from a collection of physical reference materials to a full suite of information resources and research services, guided by expert staff." – Ross Dividend, Fall 2016 (Ross Alumni Magazine)
- The library did not close, but become virtually unrecognizable.
- You do not always choose your path, but how you respond to the challenges.

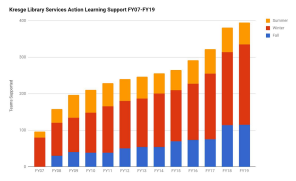


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Lessons Learned at Kresge

- Focus on what is working.
- Action learning support at Kresge Library is widely accepted as the educational opportunities we provide need to mirror the world of business
- We need to teach students how to manage through Ambiguity and Complexity
- We do this through experiential learning programs
- This is a great opportunity for the Kresge Library




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Lessons Learned at Kresge

- There are also some actual positives about not having a public space.
- No longer have to worry about evenings and weekends in bad Michigan weather...
- Create a flexible work environment to expand your reach by enabling remote work.




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Lessons Learned at Kresge

- Seek out new opportunities.
- Exam and Assignment Program.
- Responding to a need at the school – we were able to redeploy staff who were managing print resources to support this program.
- Provided a value for the school and retained jobs.




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Lessons Learned at Kresge

- Seek out new opportunities.
- Expanded support for Data accounts
- We provide administrative oversight for Nielsen data (Kilts Center – Chicago Booth) and WRDS (Wharton Research Data Services) for the University of Michigan.
- Good role for our information management skills and attention.




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Lessons Learned at Kresge

- Let the 'bottle neck' guide you to better solutions.
- Even though we do not buy print, we bought physical copies of a work for everyone in a class because the cost for digital access was almost five times what the print copies were.
- We need to be creative to figure out our unique problems.




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Lessons Learned at Kresge

- At Kresge, the "Ethereal Library's" value proposition is:
 - Live within the restrictions of virtually no collection space.
 - Figure out new collaboration mechanisms to serve our community.
 - Do not measure your success in what other libraries are doing.
 - Focus on what we can do vs. what we have done.**
 - Forget the dead, take care of the living!**



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Thank you & Questions

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