



**What's our Job? What Do You Do in a Library When There is No There...There?**

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**So...About Kresge Library**

- Independent library supporting the Ross School of Business at the University of Michigan.
- Big donation to the school (September 2013) led to big construction project.
- In the design of the new building, we effectively lost our space.

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**Gertrude Stein Quote**

- Comes from her "Everybody's Autobiography" 1937.
- She was referring to her hometown in Oakland.
- With the changes that took place, her home was not recognizable – there was "no there there."
- Are our libraries recognizable to people who grew up in 60 years ago?

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**Kresge Library - What is recognizable**

- Electronic Resources
- Services to support business research needs.
- Services to support curriculum needs (cases and simulations)

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**Kresge Library - What is not**

- No student space (collaborative and quiet study)
- No study rooms
- No physical collection space (save for 200 items)

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**Charting the waters**

- This is a very unique 'place' we find ourselves in.
- More common approach is to convert collection space to student space (Taubman Medical Library at Michigan).
- Very tricky from an HR point of view.

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**Assessing and Evolving**

- There is not a great script for this type of transition.
- We are ahead of the curve (better or worse).
- Anticipate more libraries in this position within 10-20 years as space needs increase on campuses.

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**Failure as part of being Entrepreneurial**

- Right now there are not many examples of e-only libraries:
  - Florida Polytechnic
  - Cushing Academy (prep school)
  - BiblioTech (San Antonio)
- We need lots of experimentation – which leads to lots of failures.
- That is OK!

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**Four Stages of this project**

- Outlined how we went through the project in this new article
- Four distinct stages of a library construction project.
- Seeman, Corey (2015), "No One Gets Left Behind": Managing Library Human Resources During Dramatic Shifts in Academic Libraries, in *Advances in Library Administration and Organization*, Volume 34, 101-125 (Issue on Library Staffing).

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Existing Stage (pre-construction or current)

- What does your current staffing levels?
- What work is being done and what needs more attention?
- Explore what capacity is freed up when the work goes away – options for the library.

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Moving Stage (prep construction)

- Identify temporary work that needs to be done only to prepare the collection.
- Short term work – but critically important.
- Anticipate where the services will be managed when the library moves.
- Anticipate what should be suspended.

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Temporary Stage (during construction)

- How is work managed during the middle of construction.
- We are in Modular Offices (MOtown) with very little space.
- Explore what to keep and what can go.
- Problems – but more similar to the post-construction phase than our existing stage.

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**New Stage (post-construction)**

- With the new home comes new opportunities...and limitations.
- For us – it actually works well that the temporary and the new stages are very similar.
- Use this opportunity to think outward about what you want to do vs. what you have done in the past.

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**Staffing the New Work of the Library**

- Look closely at what you no longer need to do.
- Balance the savings or “space dividend” with the potential of new services.
- Look for opportunities based on what is needed at the school/community vs. what other people are doing.

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**New Services and Functions for the Library**

- Since we are no longer managing a print collection, we had extra capacity.
- We took on one new service to date (Exam Return Program that was started by another group at Ross). This is for faculty who do not want to use class time to hand back items (exams and papers).
- Since it was existing – there was already a demonstrated need at the school.

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**Kresge 2.0 – What Worked**

- Focus on Service
- Experimentation of service points and communication.
- Expansion of the Exam program
- Shifting staff to more public-facing programs and functions.

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**Kresge 2.0 – What Didn't**

- Reference librarians in Tozzi Center (Trading Room)
- Planning for new library space to maximize student space
- MObotown welcome desk

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**Providing Value With New Constraints**

- Library space provides a great deal of an organization's **identity**.
- But like with football injuries are not an **excuse**, but a **reality** (got Michigan vs. Michigan State on my mind).
- If you cannot do something you used to be able to do – then accept it and move on.

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**Forget the Past**

- Do not bemoan what was lost – its not likely coming back.
- Shift attention and figure out how to work with the new constraints.
- Experiment often
- Fail better (Samuel Beckett)

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**Thank you**

Please send questions or comments to

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