



**Less is More...Likely:
Lessons from Departmental
Libraries in the Decreasing
World of Library Space**

Corey Seeman
Kresge Library Services
University of Michigan
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MICHIGAN ROSS




Economics of Campus Real Estate

- On campus real estate is very valuable.
- University libraries have traditionally been in the center of campuses – making their property all the more desired.
- Departmental libraries co-habit program or school space – which makes it an easier target.
- As schools grow or try new programs, new homes are needed.

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Campus Library Consolidations

- Consolidation provides three clear benefits to the University Library
 - Allows the school to staff fewer access/service points.
 - Allows the school to reduce staff or redeploy them to other operations.
 - Allows the school to repurpose space used for 'storage'
- Departmental Benefit – library space goes from 'storage' to program space.


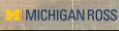
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Campus Library Consolidations

- Libraries can effectively manage a centralized collection with electronic resources available where the students are.
- Shift in focus for subject specialists to teach more that provide reference assistance creates opportunities to centralize that service.


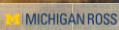
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Medical Libraries (pre 2010)

- In 2010, the *Journal of the Medical Library Association* dedicated a special issue to managing through contraction of space with medical libraries.
- Focused on leading libraries **repurposing space** used originally for print and making them student & program areas.
- The need for space and availability of electronic resources allowed people to revisit space allocations for the medical libraries.


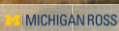
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Medical Libraries (pre 2010)

- In 2015, the Taubman Health Sciences Library at the University of Michigan went through a change that saw 90% of print removed from central campus.
- Remote storage of 400K volumes enabled the school to create more student spaces.
- Very popular virtual cadaver...

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Business Libraries

- Academic Business Libraries are contracting quickly.
- Academic Business Library Directors (ABLD) reports focus on just about every library (except Harvard) regularly losing space.
- As the resources for students became primarily online, the justification for space became difficult.
- None of these contractions had a "catastrophic impact" on the library's ability to serve the community.


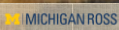
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Business Libraries

- The function of business titles ebbs over time.
- Resources start off as a business resource, but then (as they age) shift to business history, history, economics and other social sciences.
- The value is not as great for business schools.


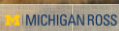
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Being a Good Citizen

- Amid a realization that on-site print is less critical*, libraries have the flexibility to invite others into their space.
- Rick Anderson's Library Journal columns encourage us to say yes!
 - The Battle over Library Spaces. Part 1: Saying Yes and Saying No (March 24, 2014)
 - The Battle over Library Spaces. Pt. 2: Being a Host with the Most (May 1, 2014)

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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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So...About Kresge Library

- A full library (think students, not stuff) is not a slam-dunk reason to keep the library.
- Kresge had 700 seats and needed 100 more during the Fall and Winter Terms.
- From student surveys, both first and second year MBAs missed the space a great deal.


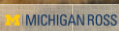
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Gertrude Stein Quote


- 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?

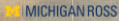
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Where can I sit?


- At Ross – the real value of the library to students are places to congregate while at school.
- Places to work, charge electronics, use the wi-fi, find quiet study.
- Flipping departmental libraries for this purpose is noble and virtuous!

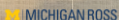


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Where can I sit?


- MBA 1s:
 - What Kresge library?
 - The hours of Kresge are ridiculous. Why isn't it open on weekends?
 - I would like an actual library with books and tables and quiet space and all
- MBA 2s:
 - I'd still love an actual library where I can study on the Ross campus.
 - Comfortable place to study.
 - I thought it was awful that the school took away the library without warning and still found it reasonable to increase our tuition going into the second year.

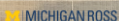


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Stages of the Kresge project

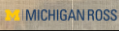
- Outlined how we went through the project in this new article
- Four distinct stages of a library construction project.
- Seeman, Corey (2015), "No One Gets Left Behind": Managing Library Human Resources During Dramatic Shifts in Academic Libraries, in *Advances in Library Administration and Organization*,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




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Moving to an eLibrary


- Right now there are not many examples of e-only libraries:
 - Florida Polytechnic
 - Cushing Academy (prep school)
 - BiblioTech (San Antonio)
- The path that departmental libraries took might be the same as the one that full libraries will take down the road.


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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.
- There has already been a shift in work over the last 20 years – this will continue.

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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**.
- If you cannot do something you used to be able to do – then accept it and move on.

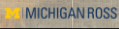

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Forget the Past

- 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)
- "Forget the Alamo" – John Sayles (Lone Star, 1986)

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Thank you

Please send questions or comments to

Corey Seeman
Kresge Library Services
University of Michigan
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