Program Outline

• Introduction
• Lighthouses Then and Now
• Lighthouses as "Public Good"
• Libraries as "Public Good"
• Connections for Librarians
• Future Challenges for Resource Sharing
• Envisioning the Library of the Future

Introduction

"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."
Introduction


- Check out my preview in ATGthePodcast (38):
  - or https://tinyurl.com/ATGSeeman

Introduction

- My over-arching thoughts on this presentation
  - Change is constant
  - Empathy and balance is needed to serve our communities AND our staff
  - Change management is not about dictating the future, but responding to it and the resources that you are afforded

Introduction - About the title....

- Comes from Lin-Manuel Miranda’s Brilliant Musical, Hamilton.
- Song titles can be used in practically any context (3rd time I have used it in my presentations).
- George Washington sings to Hamilton:
  
  I was younger than you are now
  When I was given my first command
  I led my men straight into a massacre
  I witnessed their deaths firsthand
  I made every mistake
  And felt the shame rise in me
  And even now I lie awake
  Knowing history has its eyes on me

- Central Park, NYC (2017)
Lighthouses Then and Now

- Boston Light – first lighthouse in the United States (first lit in 1716)
- Sandy Hook NJ is the oldest working light (1764)
- Fort Gratiot – Oldest in the Midwest (1829)

Lighthouses Then and Now

- Location of lighthouses along the ocean shores and great lakes were strategic.
- Lights were naturally placed in harbors (often range lights) and along the shore.
- Lights are typically 20 miles apart because light could be seen around 10 miles.
- Each light had their own signature pattern for the lamp as well as a unique pattern for daytime identification.

Lighthouses Then and Now

- Lighthouse automation changed everything. Electrical lights were introduced in the 19th Century.
- Automation of lights started as early as the 1920s, but took place in greater fashion after World War II.
- Ship radar and navigation tools have become more sophisticated.
- Even smaller vessels are likely to have GPS tools to help them find safe harbor.
Lighthouses Then and Now

• Changing roles and function of lighthouses.
• Now, primarily historic sites and tourist attractions.
• Some through State Parks and National Park Service.
• Buildings are not well suited for repurposing.
• Transition from life saving to educational and cultural roles.

Lighthouses Then and Now

• While their functions and value have changed, the lights are still lit at night.
• There is a value in providing these aids to navigation.
• There may be small vessels that do not have advanced radar that larger ships have.
• To argue that we do not need lighthouses is to argue that all books are online. Not there yet.

Lighthouses as a “Public Good”

• What is a “Public Good”?
• Traditional economists saw lighthouses as a “public good”
• John Stuart Mill in Principles of Political Economy (1848) stated:
  • “It is a proper office of government to build and maintain lighthouses, establish buoys, etc. for the security of navigation: for since it is impossible that the ships at sea which are benefited by a lighthouse, should be made to pay a toll on the occasion of its use, no one would build lighthouses for motives of personal interest…” (from Coase, 1974)
Lighthouses as a “Public Good”

Paul Samuelson in his Economics: An Introductory Analysis (6th Ed, 1964) stated:
• “Take our earlier case of a lighthouse to warn against rocks. Its beam helps everyone in sight. A businessman could not build it for a profit, since he cannot claim a price for each user. This certainly is the kind of activity that governments would naturally undertake.” (from Coase, 1974)
• Other examples from economists including Henry Sidgwick, & A. C. Pigou are shared as well.


Lighthouses as a “Public Good”

• However, the tradition in the United States is for publicly funded and managed aids to navigation.
• 1789-1910 - United States Lighthouse Establishment & United States Lighthouse Board - Department of the Treasury (9th law passed by Congress)
• 1910-1939 - Bureau of Lighthouses - Department of Commerce
• 1939 - Joined the United States Coast Guard - Department of the Treasury (etc.)
• http://www.terrypepper.com/lights/lists/chronology.htm

Litte Sable Point Lighthouse (Mears, MI)

• There is no question that maintaining buoys, towers, lights, lighthouses, daymarks and shapes is an expensive and labor-intensive undertaking. But the unalterable fact is that these physical aids are essential to the safety of navigation on our waterways. Funding this infrastructure is always going to be a challenge. It is my opinion that the Coast Guard is the best organization to provide national-international continuity, and they should receive sufficient funding to provide for the continued maintenance of these critical navigation items.

Captain Lynn Korwatch (executive director of the Marine Exchange of the San Francisco Bay Region) hearing before the Subcommittee on Coast Guard and Maritime Transportation of the House Committee on Transportation and Infrastructure, February 4, 2014. (Finding Your Way: the Future of Federal Aids to Navigation, p. 26)

• Core element in this discussion is “nonexcludability”
• “In its purest form, non-excludability means that once a good has been created, it is impossible to prevent other people from gaining access to it (or more realistically, is extremely costly to do so).”
  • Excludability is when you can prevent consumers from getting access to a good or service who have not paid for it.
Lighthouses as a “Public Good”

• If we think about the true nature of a “Public Good” – it is about providing a service for people who extend beyond who will pay taxes or fees.
• Faro Paredón (Ciego de Ávila Province, Cuba) – not near a port and serves as a beacon for all ships traveling north of Cuba. First lit in 1859.

Lighthouses as a “Public Good”

• Despite the general recognition that lighthouses are an important aspect of a community, they are not funded without restraint.
• The fact that we cannot have maritime travel without them, does not mean that they are impervious to change.
• Constant reflection is needed to chart the course forward.

Libraries as a “Public Good”

• How many times have we heard that libraries are the “heart of the institution”?
• We are not revenue driven – in fact, we are revenue-adverse.
• We look at community outreach at Universities – a large percentage of work for the public good comes from libraries and archives.
• Our goals are to provide services for patrons who are with us now as well as those who will come years from now.
Libraries as a “Public Good”

• “Critical Librarianship” – a social justice mission for libraries.
• Universities need libraries as a means of acquiring information for the diverse research activities on campus.
• While this is hits at the core of an academic campus, does that ensure a library’s longevity?

ACRL Publication 2010
• Does this reflect a “tipping point”? 

Connections for Librarians

• So where are the connections between Lighthouses and Libraries, especially during dramatic change? Plenty!
• Perception is Reality
• Free Rider Problem
• Different Dynamics of Building Use
• Imagery is Important
• Embracing the Change
Connections for Librarians

- Perception is Reality
  - Administrators are looking at space and wondering if it is being used the best it can be?
  - Librarians criticize Greta Van Susteren plenty after ‘vanity projects’ comments
  - http://ihenow.com/2ejb8bF

- Free Rider Problem
  - Plagues both lighthouses and libraries.
  - Both are very large centralized expenses that many members of the community fail to understand the overall value.
  - While librarians serve the whole campus, academics primarily are focused on one specific area.
  - Do people care about a lighthouse on Isle Royal (MI) or ancient Greek History if they are not your destination or field?

- Lighthouses
  - Beautiful
  - Historic
  - Historically significant as architecture
  - No real other purpose except as a home

Squirrel at the University of Michigan, Ann Arbor

St. Joseph (MI) Pier light
Different Dynamics of Building Use

- Libraries
  - Large
  - Easily repurposed
  - Perception of better use of space by administrators (many reports to this end)
  - Easily flipped into large student space
  - Easily flipped into staff or lab space
  - Easily flipped into anything

Imagery is Important

- Lighthouses lead you to safety & safe harbor.
- Symbols of harbor communities (Ludington, Michigan – image from an email about the top 10 reasons for locating to Ludington)
- Lighthouses can help when you are lost – provided you see them.

Imagery is Important

- Libraries have books.
- Libraries are your connection for information.
- "The fountain of wisdom flows through books" inscribed in this library.
- Libraries can help when you are lost – provided you connect with them.
Connections for Librarians

- Embrace the change
- Automation started changing lighthouse staffing needs after World War I.
- Automation accelerated after World War II.
- Changing technology enabled lighthouses to operate lighthouses with occasional visits.
- Lighthouses have transitioned to historical sites and museums.

Embrace the change
- Whether we want it or not, things are changing for libraries and on our campuses and communities.
- Education is also changing for higher education in general (Purdue recent purchase of Kaplan University).
- Space demands on campuses that will see us with less real estate.
- New libraries are student spaces, not for print materials.
- Moving back to closed stacks environment (after being open stacks for years).

NOT a library problem of the 21st century.
- Changes in the last 50 years:
  - Copy cataloging
  - Local online catalogs & shared systems
  - Expanded access (TOC, more subject headings)
  - Shared catalogs (MelCat, etc.)
  - Discovery layers
  - Working papers management → digital repositories
  - Coffee and food in the library
  - How many staff are checking in serials?

Wanda Hates eBooks
Connections for Librarians

- Embrace the change
- The Library’s challenge is to stay relevant and service oriented, even without all the resources and tools once at our disposal.
- Unlike lighthouses, we don’t want libraries to be relegated to museums.
- Who lives, who dies, who tells your story

Future Challenges for Resource Sharing

- Just as a lighthouse cannot protect the shore where they are not located, can libraries support research where they do not have collections?
- Mansueto Library at Univ. of Chicago is a dream that we all have. Our desire to hold on to the past while embracing the future. It is a dream that many if not most cannot afford.

Future Challenges for Resource Sharing

- Original vs. digital copy
- Do we have the rights to share?
- Squirrels at the Met (NYC)
- Bottle from Salem, NC - ca. 1790–1805.
- Snuffbox from Germany (Schrezheim manufactory), ca. 1761-1770. In Gallery 538 – closed the day I went.
Future Challenges for Resource Sharing

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)

Current Use

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

Future Use

Community Aspirations & Desires

Community Needs

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

Future Challenges for Resource Sharing

• 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

Future Challenges for Resource Sharing

• Building collections for use over a ’10 year window’ is not our future.
• Our governing bodies will not be keen on buying items that sit on a shelf just-in-case when the academy is shifting to just-in-time.
• We invest heavily in discovery platforms to get people to use these resources – the ultimate “low class problem.”

Future Challenges for Resource Sharing

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

Current Use

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

This is my vision of collection building in libraries -- we need to find the balance between these needs.
Envisioning the Library of the Future

- History has its eyes on us!
- Just as a lighthouse keeper could not turn his or her back on a storm, we cannot turn our backs on our community’s needs.
- Our services must reflect our community’s unique needs.

Envisioning the Library of the Future

- A Physical Space
  - Study
  - Print Materials
  - Interaction Spaces
  - Walk-in Access
  - Some of these services may be easily 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 work cannot be done as well by others.
  - This work is not space dependent.

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.
- Focus on what we can do vs. what we have done.
- Forget the dead, take care of the living!
Envisioning the Library of the Future

- “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.

When changes take place all at once, it forces you to take the leap.

Our library of the future is different and we have made mistakes…

From the title song -
I made every mistake
And felt the shame rise in me
And even now I lie awake
Knowing history has its eyes on me

…but come on in, the water’s fine!

Enjoying Deep Creek State Park (Western Maryland)

Questions & Thank You
Corey Seeman
cseeman@umich.edu
@cseeman
Slides: tinyurl.com/CHS17C5History
Corey’s Web Home: www-personal.umich.edu/~cseeman/