

Responding to Lost Space: Being an innovative team player

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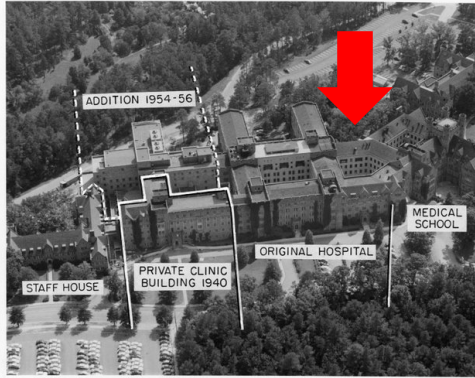


Responding to Lost Space

- ▶ Brief case study – the Duke library
- ▶ How did libraries end up here
- ▶ Response – emotional, political, strategic
- ▶ Collection decisions/downsizing
- ▶ Rethinking priorities of space
- ▶ Making it work for your community



Duke – a case study



Early beginnings – 1927

- The assembling of medical books and journals was begun on the day I was appointed in 1927 because they are more important than buildings, faculty and students...

Reminiscences of W. C. Davison, Dean,
1960



- The Medical Library...was located in the Medical Center for quick accessibility to students and faculty

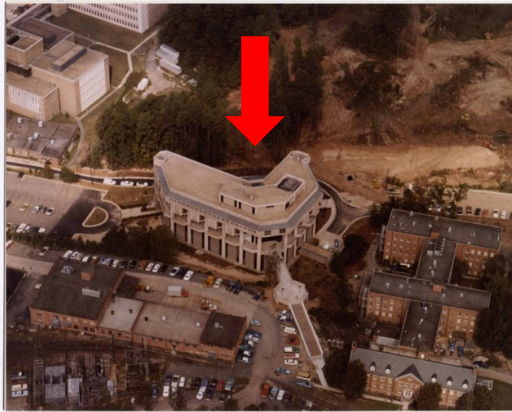
Video interview, W.C. Davison, 1962

- ▶ Almost the heart of any medical school is its medical library...one of the most complete and attractive utility medical libraries in the land.

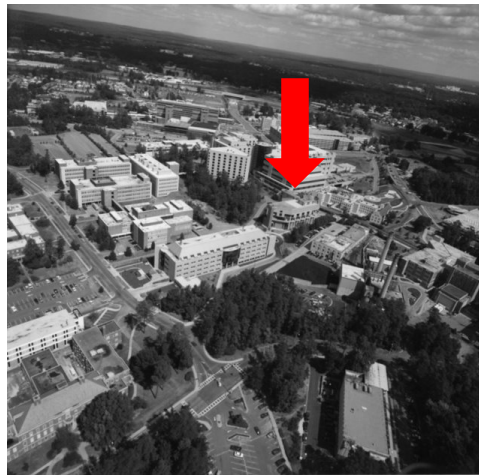
Circa 1947, Duke News Service



Reasons for the 1975 facility



Circa 1975



Circa 1980

- ▶ Most urgent and immediate need
 - Serve present and future missions
 - Cultural and intellectual center
 - Dissemination of information through Southeast
 - Furthering library science
 - Active use rare books, manuscripts
- ▶ Epicenter of the new medical center
 - Physically near the middle of the complex



Changing Medical Center



- ▶ Now over 90 buildings on campus
 - Research, education, clinical surround library

New Buildings right outside doors



- ▶ Learning Center 104,000 sf
 - Integrated with library building



- ▶ Duke hospital addition– 580,000 sf
- ▶ Cancer Center – 267,000 sf



Fast Forward to 2003 and Present



- ▶ With everything digital, do we really need all those stacks?
- ▶ We can no longer afford to have a warehouse in the central part of campus



- ▶ How can we better utilize this prime and central space?
- ▶ No one is in here; you can see how under-utilized this is



Result of those comments



Oncology Offices



- ▶ Inviting neighbors – CME, GME, etc.
- ▶ Space planning committee 2005
- ▶ Library learning center concept
- ▶ Conversion of top floor – Oncology offices 2008
- ▶ Reading room/service desk – now Faculty Center 2009–10
- ▶ Integration of remaining stack level with new Learning Center



How did libraries end up here?



- ▶ Growing space needs
- ▶ Demand for more patient services
- ▶ High cost of construction
- ▶ Land-locked campuses
- ▶ Effective /efficient use spaces
- ▶ Perception of warehousing function
- ▶ Digital access
- ▶ Less time
- ▶ On-site delivery



Responding...Emotions



New group carrels



New service desk

- ▶ Emotions -- staff, patrons
 - Feeling undervalued
 - One more attack
 - Fear of next big change – off campus?

- ▶ Let emotion escalate?
 - Demotivating, not healthy or productive
 - Stay stagnant, reactive, not proactive
 - Obstacle and not a partner
 - Worst fears might come true

- ▶ Acknowledge fears and concerns

- ▶ Ask people to react constructively



Responding...Political Realities



- ▶ Who is asking for the space
- ▶ How does it fit in institutional priorities

- ▶ Likelihood of stopping it
- ▶ Faculty/student reaction
 - Is it a priority for them?

New
Faculty
Center



Responding...Strategies



- ▶ Value as partner, problem-solver
- ▶ Revisit institutional needs
- ▶ Changing nature of libraries
- ▶ Opportunities that might arise
- ▶ Negotiation leverage for the library's needs

Learning Center
Construction



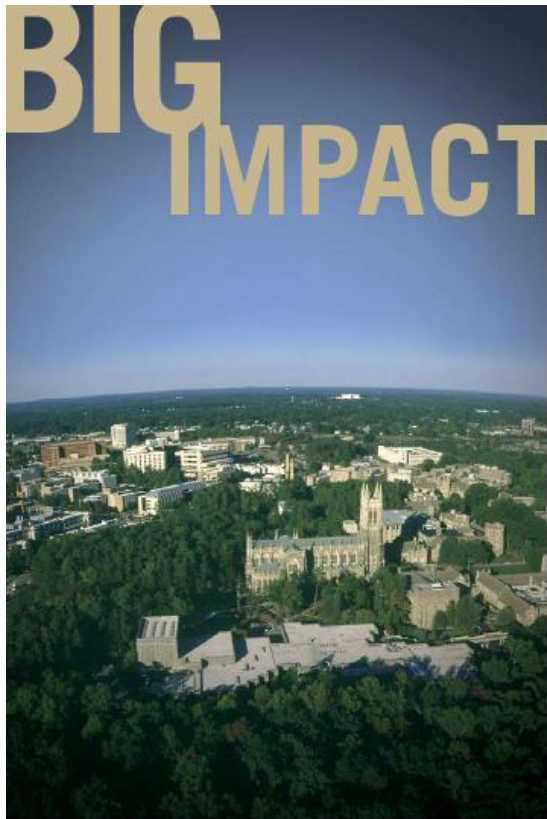
Realities for Duke



- ▶ Electronic access preferred
- ▶ Information at point of need
- ▶ More productive outside library
- ▶ New student spaces
- ▶ Librarians beyond library walls
- ▶ Print materials not being used
- ▶ Duke under extreme pressure to find space
- ▶ Duke future priorities



Collection Decisions



- ▶ Collection focus
 - Cutting edge patient care?
 - In-depth research and historic materials?
 - Student focus?
 - Duke Medicine's vision
- ▶ What is really being used?
 - Circulation / usage statistics
 - ILL requests
 - Old collection development myths
- ▶ Peer library experiences



More Decisions...



Duke storage –
Library Service Center

- ▶ Access vs. ownership
- ▶ Cost of backfiles vs. ILL
- ▶ Storage opportunities
 - Associated costs of retrieval, staff time, moving, access
- ▶ Weeding



Duke's Approach



- ▶ No longer in-depth, historic research library
- ▶ 2008 -- Storage available
 - Keep journals unique to Duke
 - Pre-1985 journals stored
 - Pre-1995 Books weeded but many stored
 - Audiovisuals - minor weeding
- ▶ 2011 - Storage NOT available
 - Keep journals not online or duplicated elsewhere
 - Books pre-2000 heavily weeded
 - Audiovisuals heavily weeded



More Duke Decisions



All print journals
2011

- ▶ Eliminate all print journals
- ▶ Funds allocated to e-books
- ▶ Downsize reference
- ▶ Eliminate 95% of reserves
- ▶ Limit gifts added to collection
- ▶ Acquire key journal backfiles
- ▶ Single copy storage – campus, consortium, regional



Weeding Books



- ▶ Assigned weeding sections
- ▶ Identified indexed series
- ▶ Checked for:
 - Heavy use
 - Copies at Duke libraries, in storage
 - TRLN consortium holdings
 - Regional and NLM holdings
- ▶ Marked books with color codes
 - Red = Keep, Green=Store
 - Blue = Discard Yellow= Not sure



Details, Details, Details

- ▶ Too many to share...



Weeding...2011



- ▶ Review team for consistency
- ▶ Source to recycle books
- ▶ Print books use decreasing
- ▶ Split into two collections
 - 2000 to present
 - Pre-2000 rarely used

Onsite Storage Stacks

Most books published
before 2000
Open
8 am – 5 pm M-F



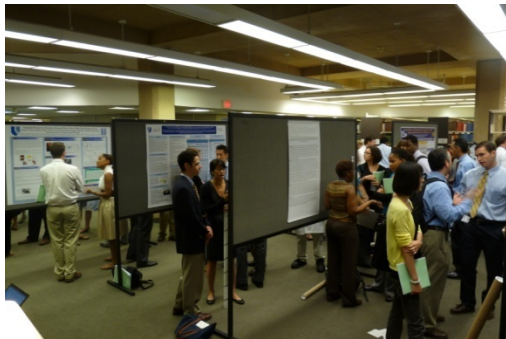
Journals



- ▶ Long-term access to older materials
 - What is the demand/need
 - Will storage hamper access
- ▶ Backfiles and guaranteed access
- ▶ Duplicate copies on campus
 - Consortium agreements, but is there time



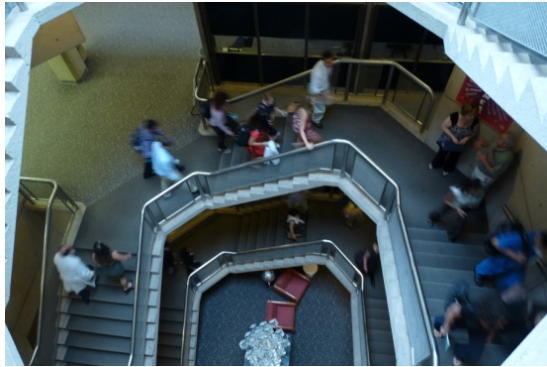
Rethinking Priorities for Space



- ▶ Changing nature of user spaces
- ▶ What is important to users
 - Great negotiating point usually!
- ▶ Downsizing services footprint
- ▶ Relocating staff out of patron areas
- ▶ Eliminating stacks
- ▶ Thinking creatively about future



Making it work...



- ▶ Your message to community
 - End of world or transformation
 - Look for the positive
- ▶ Don't hide what is happening
- ▶ Communicate, communicate, communicate
 - Meetings, newsletters, Web site, signs
- ▶ Become part of the solution
- ▶ Be viewed as essential and supportive partner

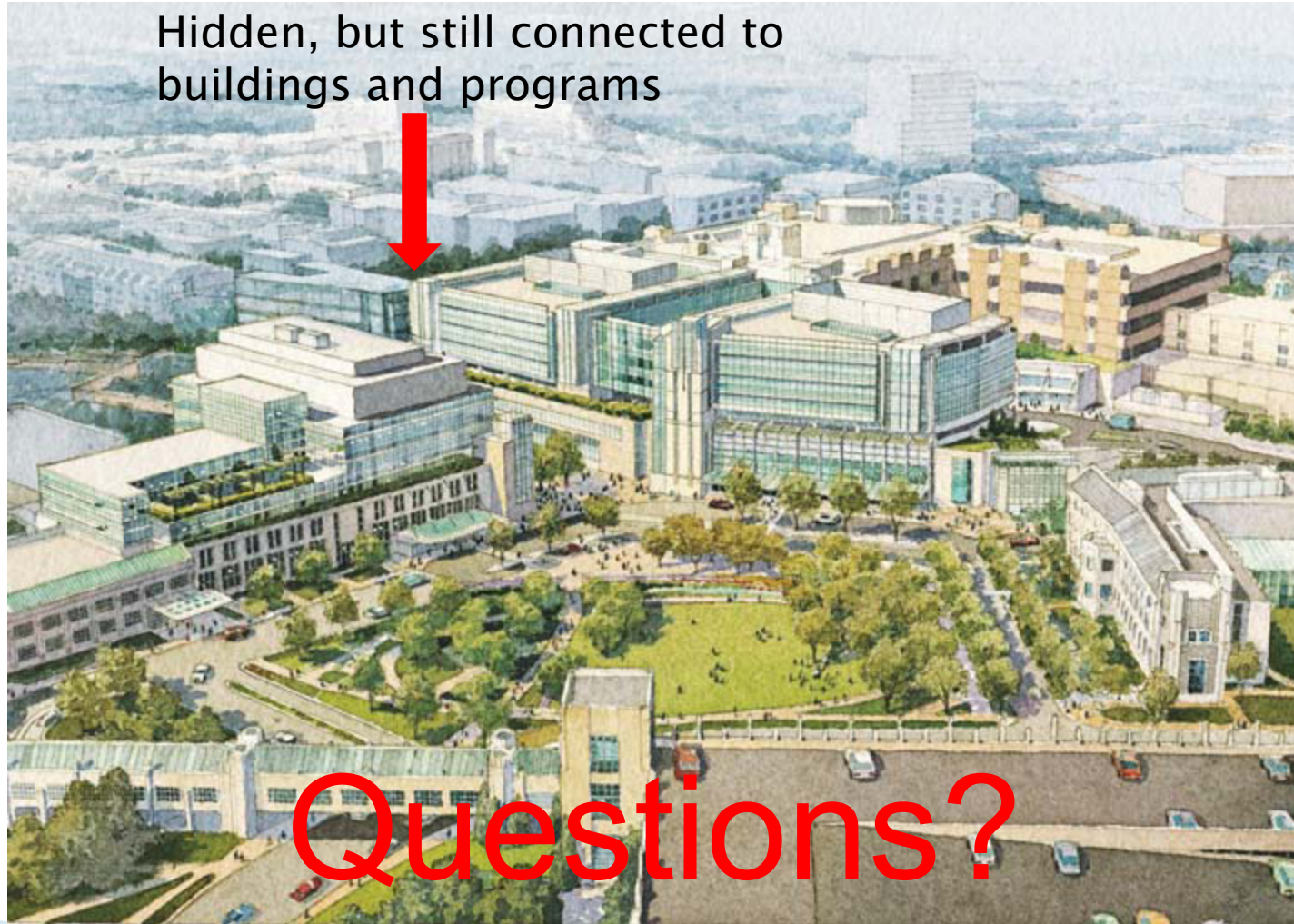


Our opportunity...integration with new Learning Center



Still in the heart of the complex

Hidden, but still connected to buildings and programs



Questions?

