Hubs and Centers as Transitional Change Strategy for Library Collaboration

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Advancing eResearch and Cyberlearning Programs

Overview:

- Organizational Change and Leadership
- Internal and External Transition and Innovation Strategies
- Change Ecosystem

Added cyberlearning to the title
Perspective from a smaller organization
Transition to a more flexible, adaptive, and innovative organization.
Organization - Heifetz - ‘Get on the Balcony’ (help people get your view), ‘Identify challenge’, ‘create distress’, ‘regulating distress’ (creating temporary structures), ‘maintain disciplined attention’ (meetings, reinforcements), ‘give work to the people’ (let go), ‘protect voices from below’ (don’t let early adopters get beaten up)
Leadership – self-awareness, knowing ones strengths and weaknesses

Discover (strengths) – What are our strengths? What are examples of the best things that we have done? When have we been most innovative? Most recognized by others? When have we been most proud of ourselves?

Dream (aspirations) – Based on building upon our “centers of excellence” that we just reviewed, what are our highest hopes and aspirations for our Library? Also, are there any areas in which we aspire to being excellent where we are not currently?

Design (opportunities, work design) – Based upon the aspirations we hope to achieve, which opportunities have the most potential? Also, how do we design the work of the Libraries (expertise, technologies, work processes) so that we are well positioned to reach these opportunities?
Deliver (results) – Based upon the opportunities we have begun designing our library organization for above, we must affirm our commitments to them, celebrate our successes, identify and lessons learned along the way, assess our progress toward achieving our aspirations and opportunities, and take actions to ensure our sustainability.
Appreciative Inquiry

- Discover
- Dream
- Design
- Deliver

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Hubs: Internal Strategies

- Separate core functions from strategic endeavors
  - Core functions are foundational programs, processes, and services that are carried out by departments. Examples include: reference, circulation, instruction, and cataloging.
  - Hubs are organizational units that explore common themes or issues of emerging strategic importance. Time is allocated to library faculty and staff members to work on self-directed and team-based projects
- Hubs behave as research and development units
  - Freedom to explore, imagine, and brainstorm new initiatives
  - Develop deeper understandings about the university’s academic enterprise
  - Opens possibilities for capacity building and infrastructure development
  - Encourages entrepreneurialism and risk-taking in a safe environment
  - Provides space for mentoring, peer-to-peer interaction, idea cultivation, and change transitioning
Learning Hub

• Research group with two core objectives:
  • Looking broadly across the learning enterprise at Virginia Tech
  • Looking far-forward at the emerging trends impacting libraries and higher ed
• Each member has topic of personal interest.
  • MOOCs
  • Transition from high school to college
  • Mobile display technologies
• Members are divided into two teams working on curriculum visualization models:
  • Inventory of assignments and skill building
  • Barriers, obstacles, and frustrations that students encounter
  • 360 perspective from tutors, advisors, faculty, writing center professionals, etc.
  • Objective is to move beyond traditional “Info lit” approach and to embrace a more holistic perspective of the learning lifecycle
eResearch Hub

• Objectives
  • Examine emergent issues in networked and data-intensive research
  • Explore new roles that enable deeper engagement with the research enterprise

• Group projects, year one
  • Data Management Knowledgebase
  • eResearch and Data Literacy Program Design
    • Research management, digital object/content management, virtual collaboration tools, networked research technologies, research environment issues, scripting and programming, altmetrics
  • Outreach Clearinghouse
  • Workflows for Digital Curation
  • Research Commons
Centers: External Strategies

- Campus Centers are interdisciplinary, interdepartmental partnerships with external mission-similar units and with faculty in other centers, labs, and research institutes across campus.
- Virginia Tech Libraries’ involvement in centers:
  - springs from research interests in developing eResearch and cyberlearning infrastructures.
  - enable librarians and staff to experience work structures similar to disciplinary faculty
  - involvement strengthens the Library’s position as experts and partners in the research and learning enterprise
  - Changing campus perceptions of the library from traditional information service provider to a valuable partner in new initiatives.
Center for Innovation in Learning (CIL)

- Virginia Tech’s Center for Innovation in Learning seeks to stimulate, support, and assess innovative approaches to augmenting the human intellect.
- The focus is exploring the edge of traditional learning methods and encouraging the application of new pedagogical practices.
- Endeavors supported by the CIL share several important characteristics:
  - The work is nimble and has the potential to scale.
  - The work is differentiated from core practices.
  - The work is intensely aspirational, motivated by an unusually strong sense of mission and purpose.
- The Center serves as both a venture capital arm providing seed money for new projects, but also as a creative partner providing support and encouragement.
- An advisory board consists of executive leaders from Learning Technologies, the Graduate School, the Division of Undergraduate Education, and the University Libraries. These four units share in funding as well as shaping strategic directions.
Curation  Communities  Knowledge

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