Too Much Assessment
Not Enough Innovation

R&D Models and Mindsets for Academic Libraries

Brian Mathews
Associate Dean for Learning & Outreach
Virginia Tech Libraries

Library Assessment Conference 2012
Imagine the process of stretching telephone cable 3,000 miles...

...under the ocean.
Of course... the telegraph system did this 100 years earlier.
TELSTAR transformed communications

1962
“Bell Labs had just completed the successful transatlantic cable; the future of communications to Europe and beyond appeared to reside in new and better cables.

In such a vision of the future, orbiting satellites weren’t only a risky and unproven technology; they were also—at least to a telephone executive with a well-defined, step-by-step ten-year plan for improving the system—a strange sideways leap.”
NEW

- TECHNOLOGIES
- PEDAGOGIES
- PUBLISHING MODELS
- LEARNING ENVIRONMENTS
- PARTNERSHIPS
- TUITION STRUCTURES
- CREDENTIALING PROCESSES
- ATTITUDES, PREFERENCES, AND EXPECTATIONS
Networked
Discontinuous
Discovery-Oriented

Growth
Use the appropriate tools for transition.
FUNCTIONAL FIXEDNESS
the persistent biases that we relate to various objects, places, concepts, or people.
ARE LIBRARIES CONTAINERS OF INFORMATION OR PLATFORMS FOR LEARNING?
“Libraries, traditionally focused on the products of scholarship, are now prompted to understand and support the process of scholarship.”

“Moving from a collection-centered model to an engagement-centered one does not happen overnight.”
R&D? A systematic activity combining both basic and applied research... aimed at discovering solutions to problems or creating new goods and knowledge.
• Problem Discovery
In conventional planning, the correctness of a plan is generally judged by how close projections come to outcomes. 

In Discovery Driven Planning, it is assumed that plan parameters will change because new information is revealed, therefore the plan is subject to change.
“Traditional organizational structures no longer seem sufficient. We have grown up with certain assumptions about what works in an enterprise, what the metrics for success are, how we organize and deploy resources. The bulk of those assumptions are wrong now. The world in which we were raised and trained no longer exists.”
A Culture of Creativity
A Tradition of Innovation
**Push**

- Reference
- Library
- Instruction
- Collections

**Pull**

- Student
- Government
- Residence Hall
- Research Lab
- Service
- Learning
LEARNING NETWORK

- Students
- Instructors
- Lab Assistants
- Teaching Assistants
- Writing Center
- IT Support
- Tutors
- Advisors
- Librarians


Meeting the needs of our users isn’t enough.

We must aim to change the way that people think of libraries by offering them opportunities they never anticipated.

We must constantly seek new ways to transform users’ lives.
Consider the value of phone lines to a wireless society.
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Virginia Tech Libraries

www.brianmathews.com
STARTUP?

An organization dedicated to creating something new under conditions of extreme uncertainty.

An organization searching for a reliable operating model.