

Too Much Assessment Not Enough Innovation

R&D Models and Mindsets for Academic Libraries



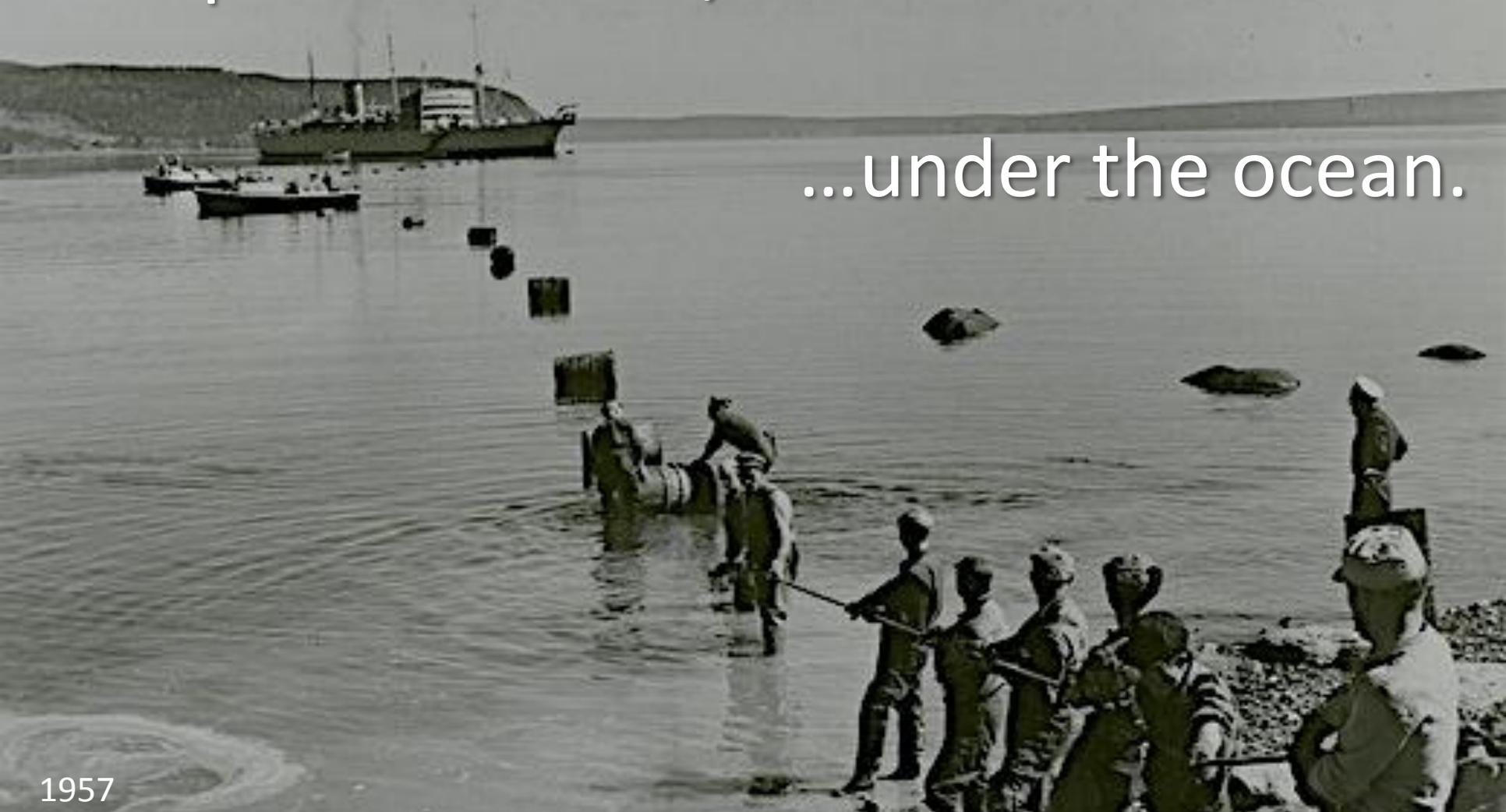
Brian Mathews

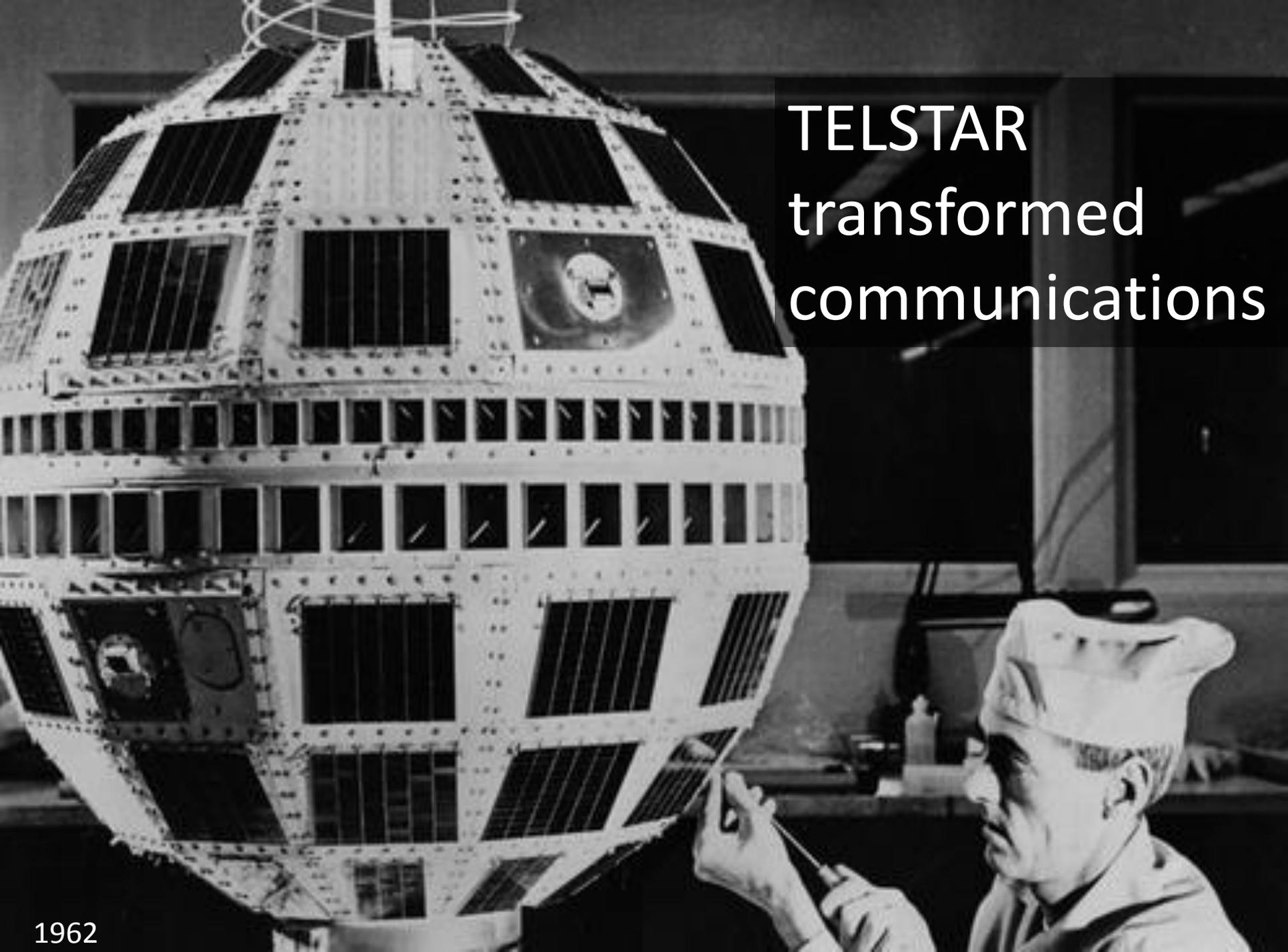
Associate Dean for Learning & Outreach
Virginia Tech Libraries

Library Assessment Conference 2012

Imagine the process of stretching
telephone cable 3,000 miles...

...under the ocean.



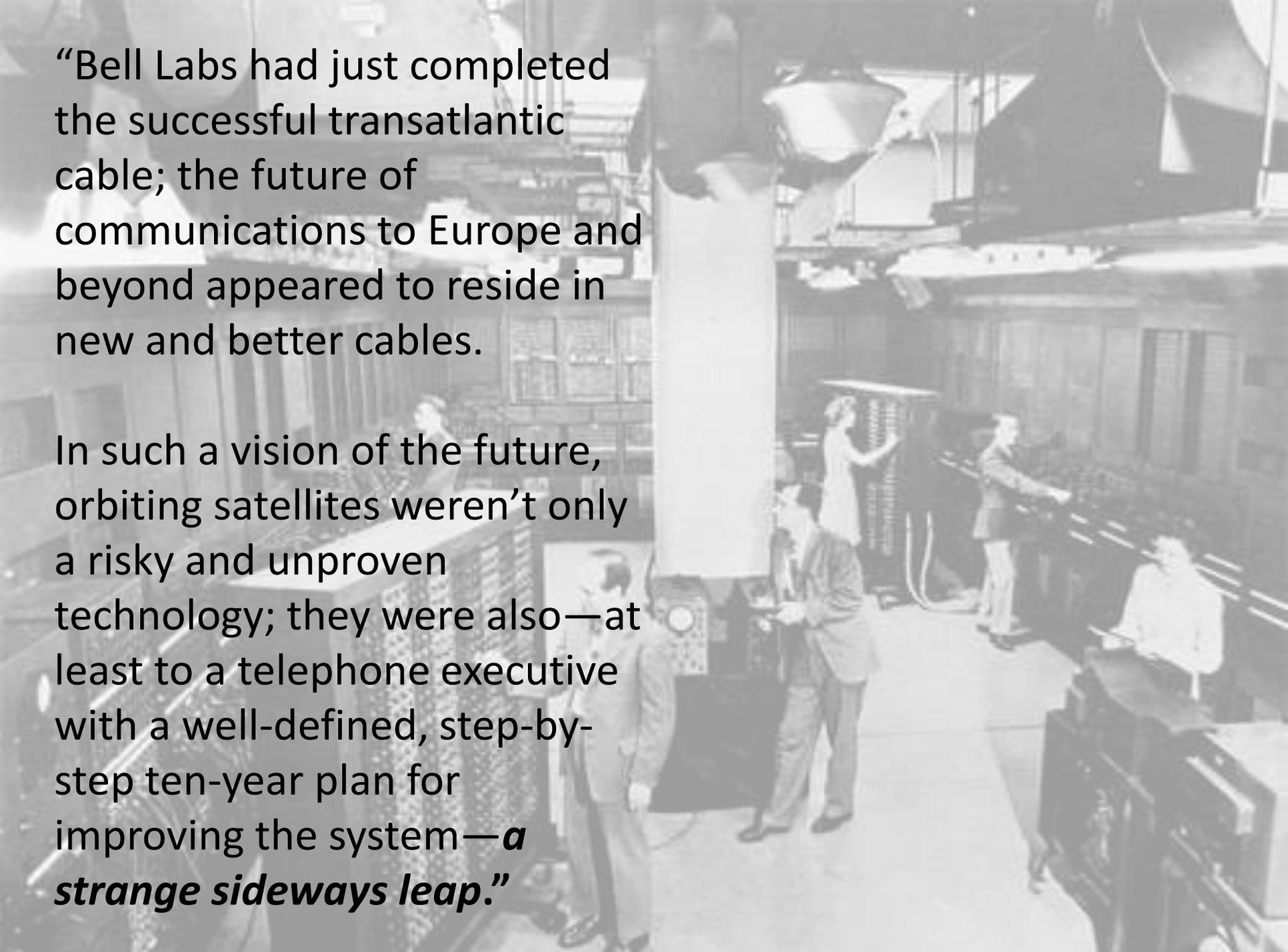


TELSTAR
transformed
communications

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.*”





TECHNOLOGIES

PEDAGOGIES

PUBLISHING MODELS

LEARNING ENVIRONMENTS

PARTNERSHIPS

TUITION STRUCTURES

CREDENTIALING PROCESSES

ATTITUDES, PREFERENCES, AND
EXPECTATIONS

NEW

Sponsored by



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Library Assessment Conference

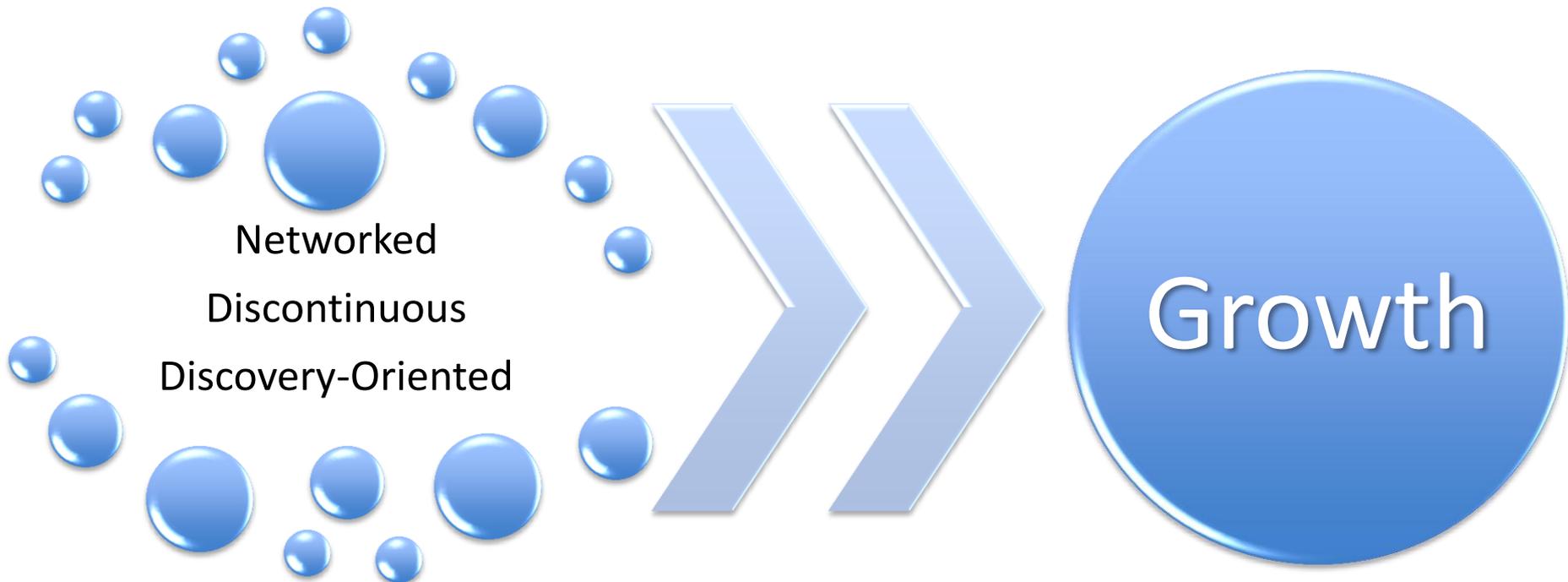
Building Effective, Sustainable, Practical Assessment

Charlottesville, Virginia

October 29–31, 2012

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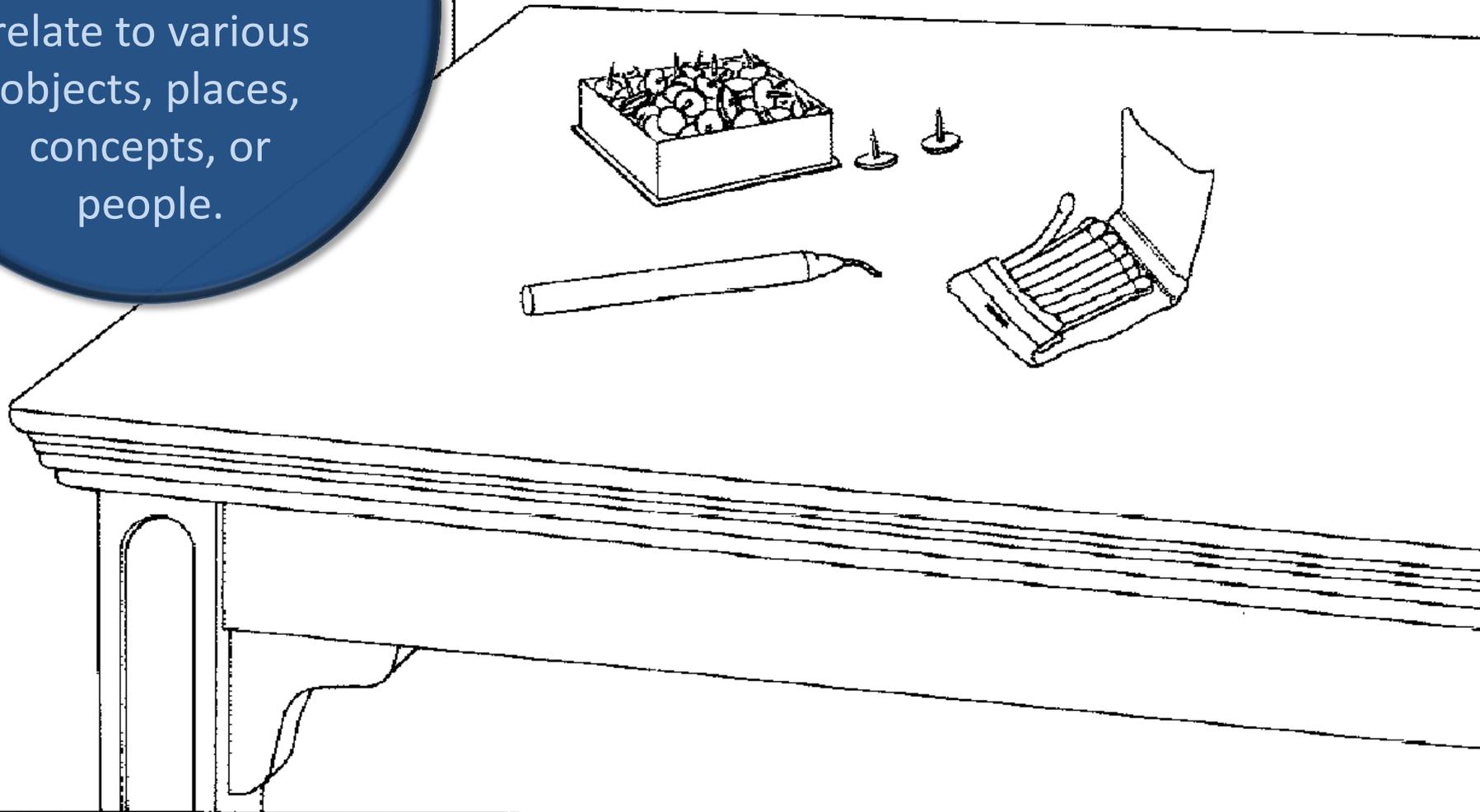


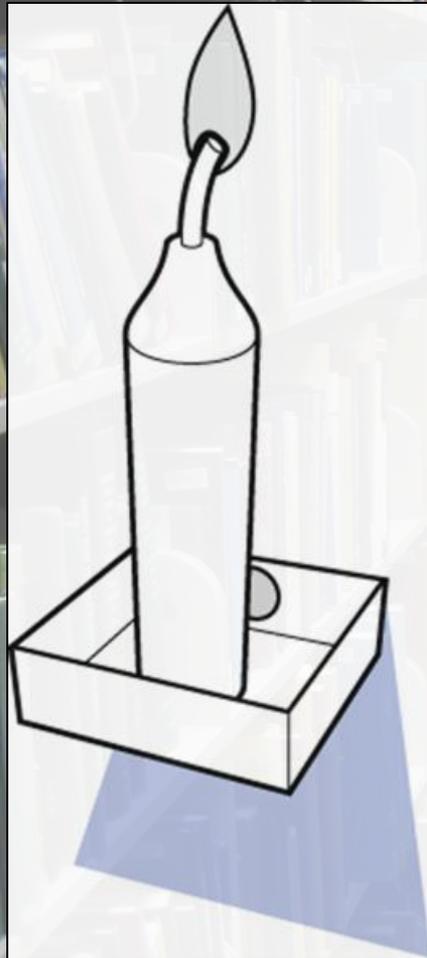
Use the appropriate tools for transition.



**FUNCTIONAL
FIXEDNESS**

the persistent
biases that we
relate to various
objects, places,
concepts, or
people.





ARE LIBRARIES
CONTAINERS OF
INFORMATION
OR PLATFORMS
FOR LEARNING?

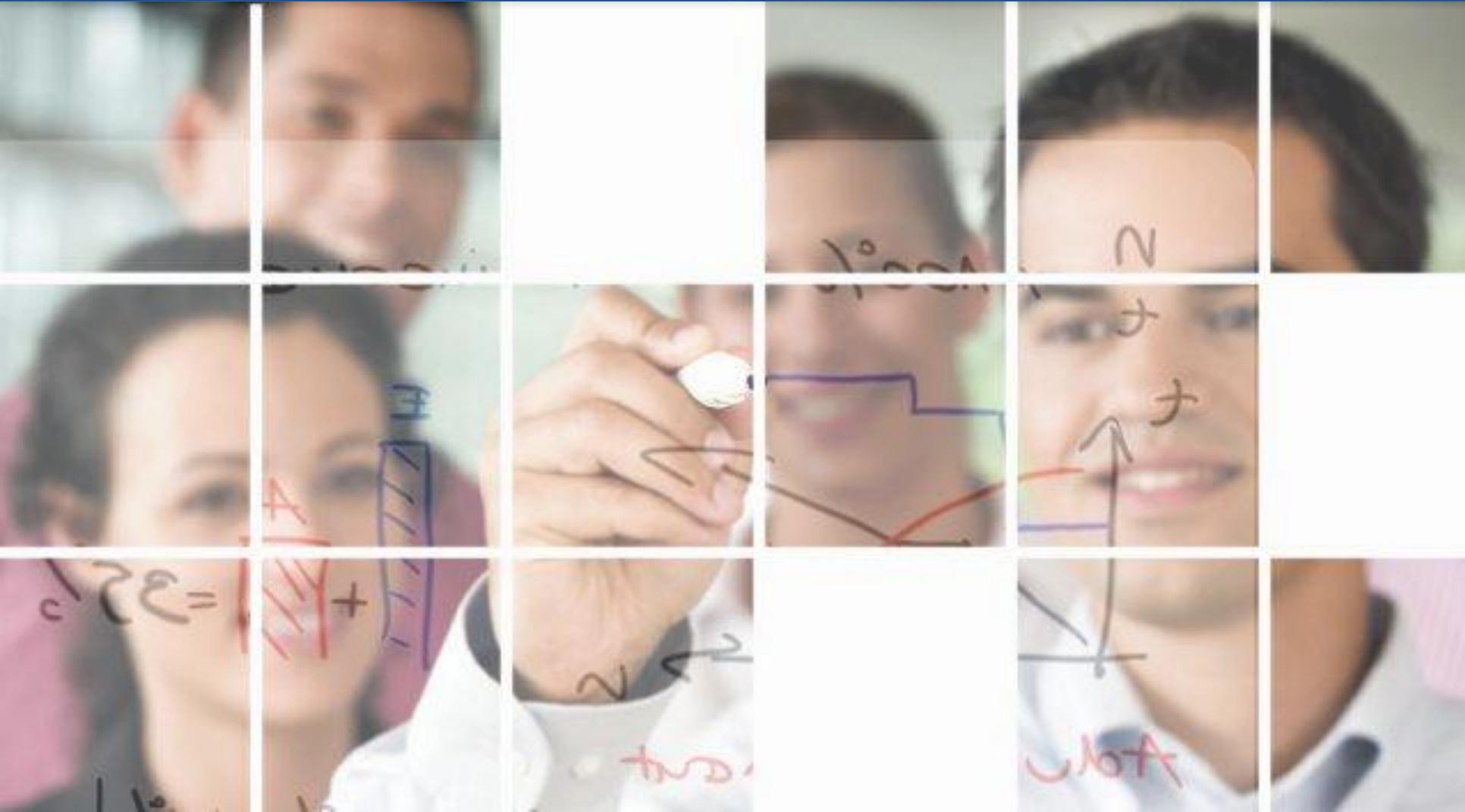
A Framework for Articulating New Library Roles

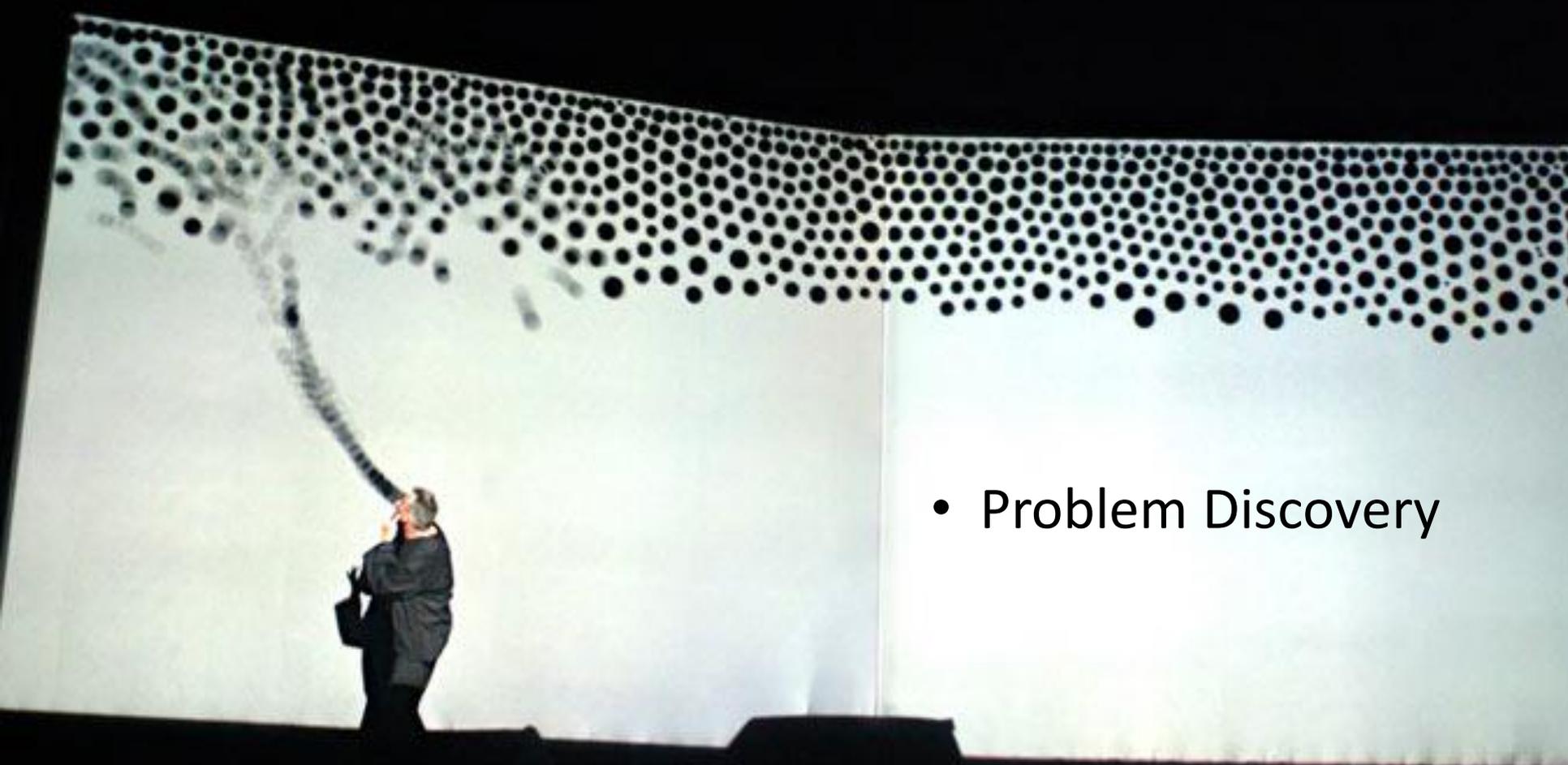
Karen Williams, Associate University Librarian
for Academic Programs, University of Minnesota Libraries

“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.”

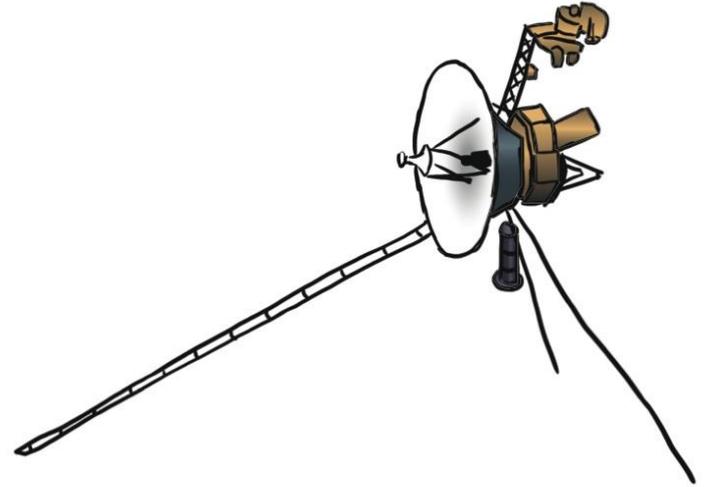
R&D? A systematic activity combining both basic and applied research... aimed at discovering solutions to problems or creating new goods and knowledge.



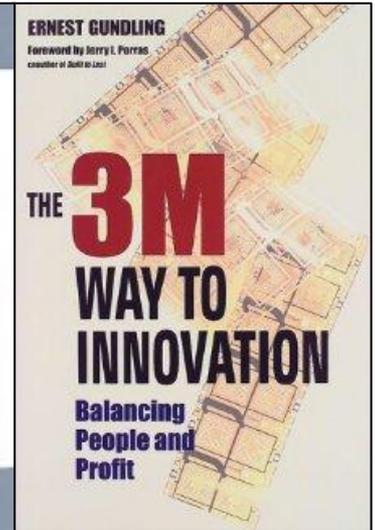
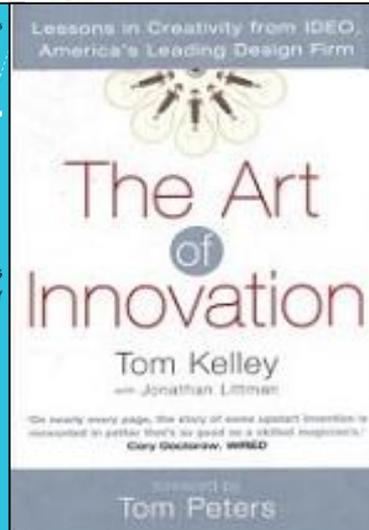
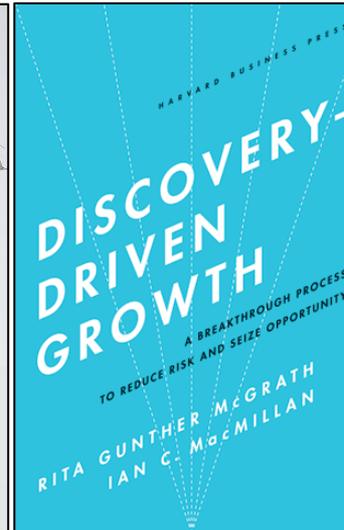
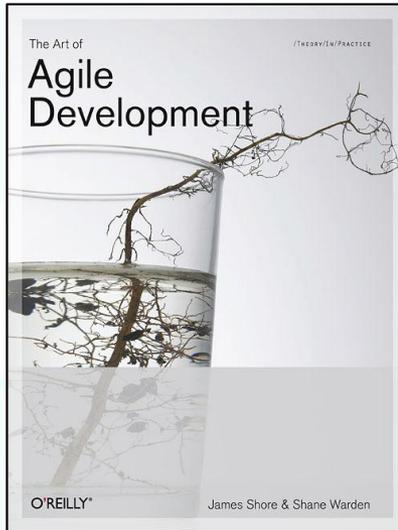
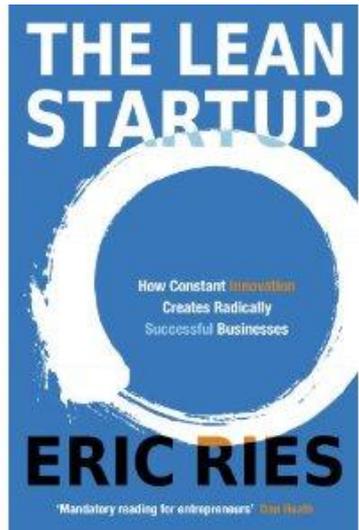
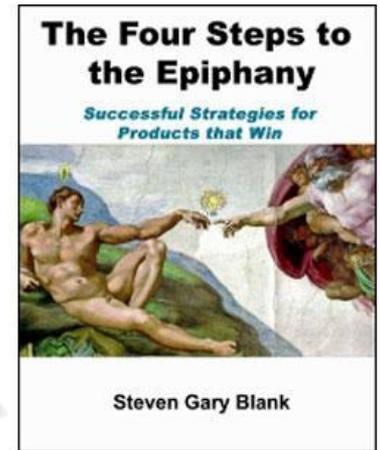
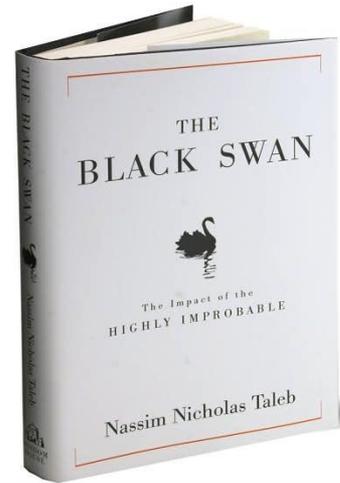
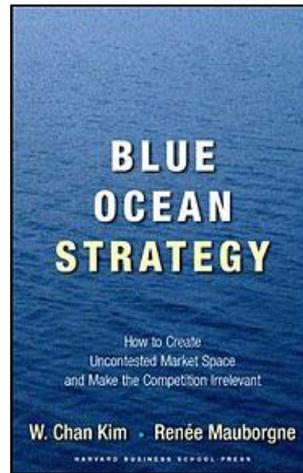
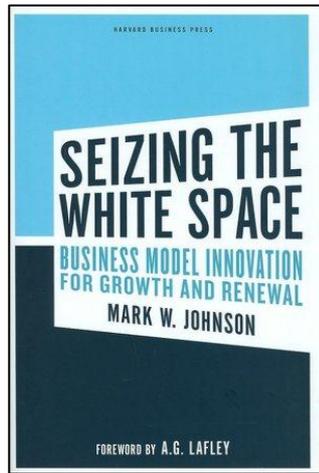
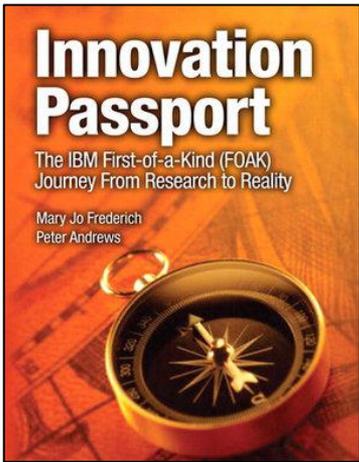


- Problem Discovery

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.



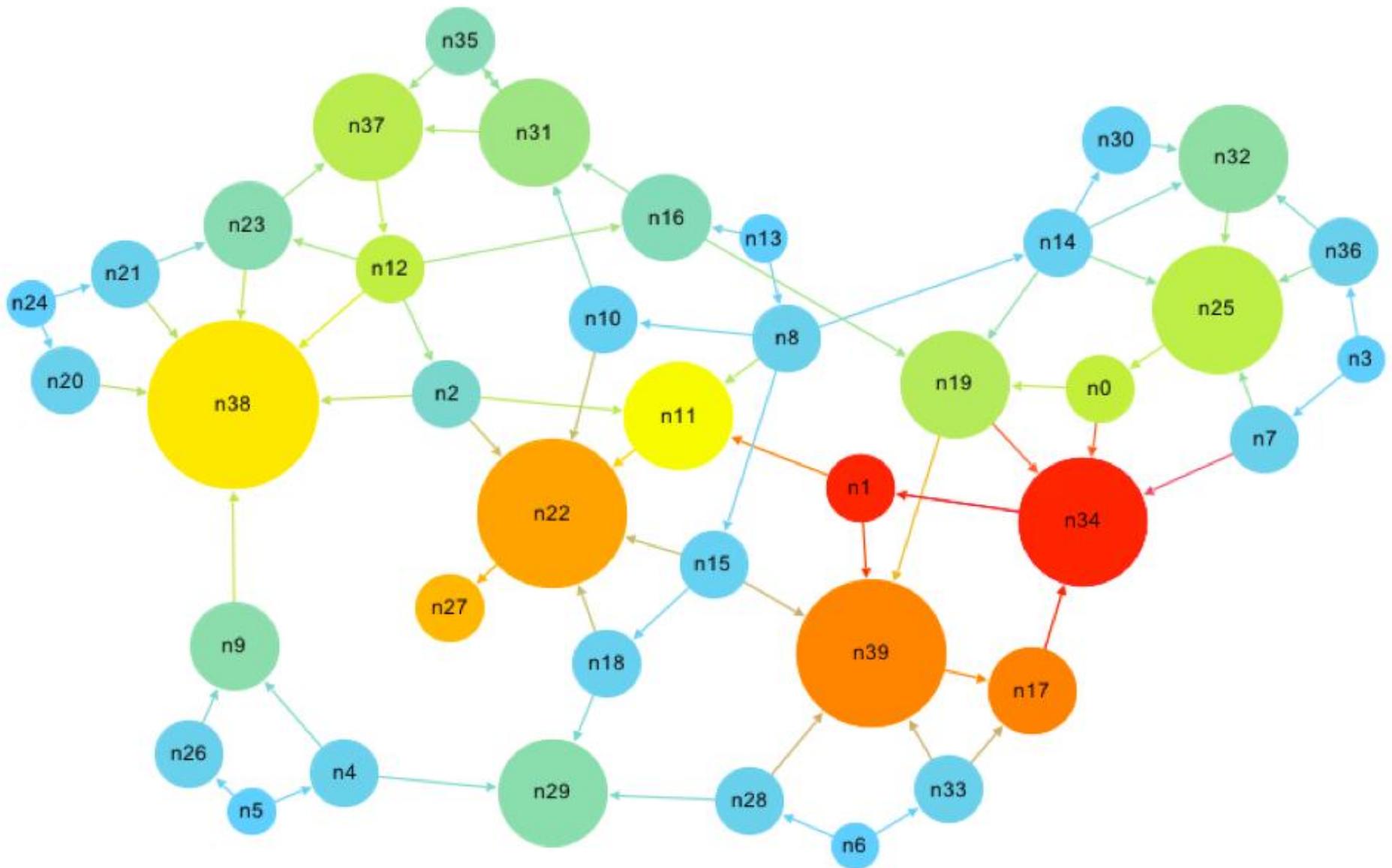
THE GREAT CHALLENGE OF 21st-CENTURY LEADERSHIP

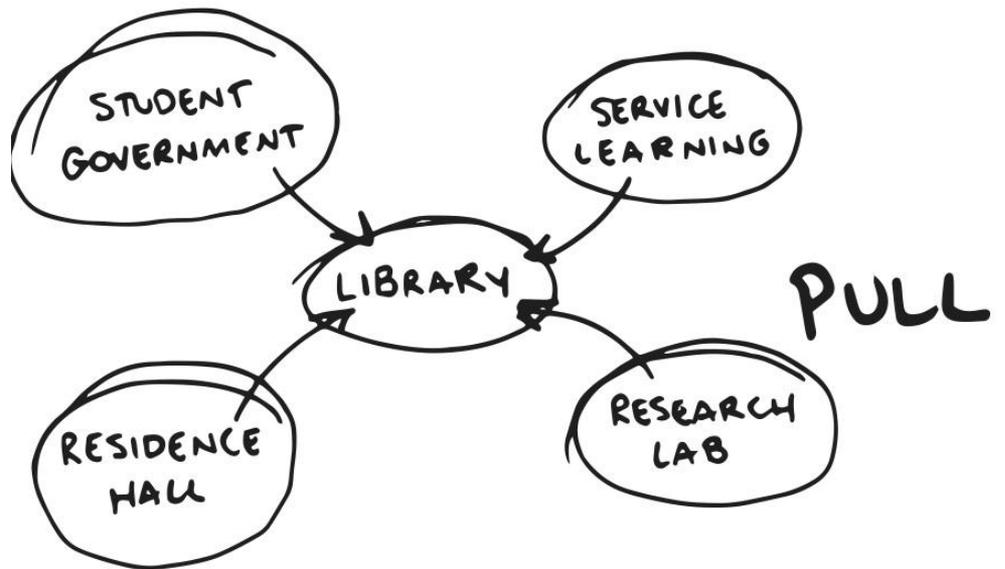
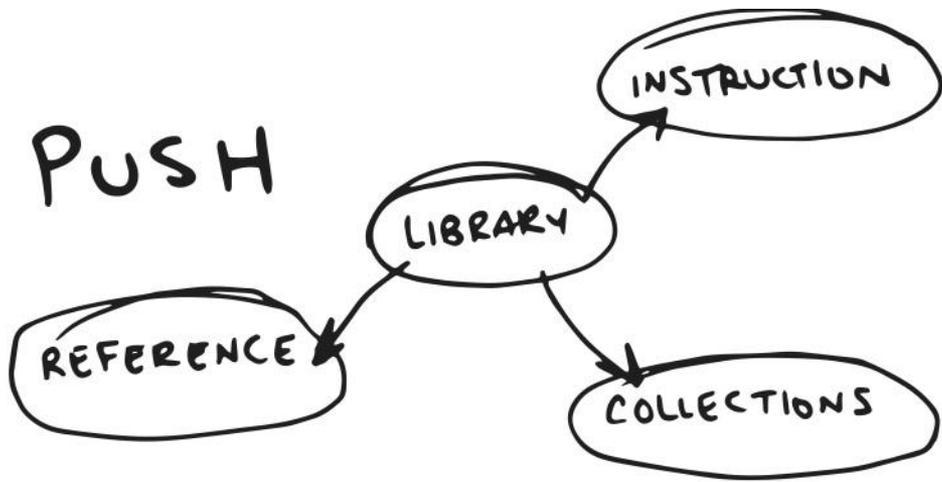
“Traditional organizational structures no longer seem sufficient. We have grown up with certain assumptions about what works in an enterprise, what the metrics for success are, how we organize and deploy resources. The bulk of those assumptions are wrong now. The world in which we were raised and trained no longer exists.”

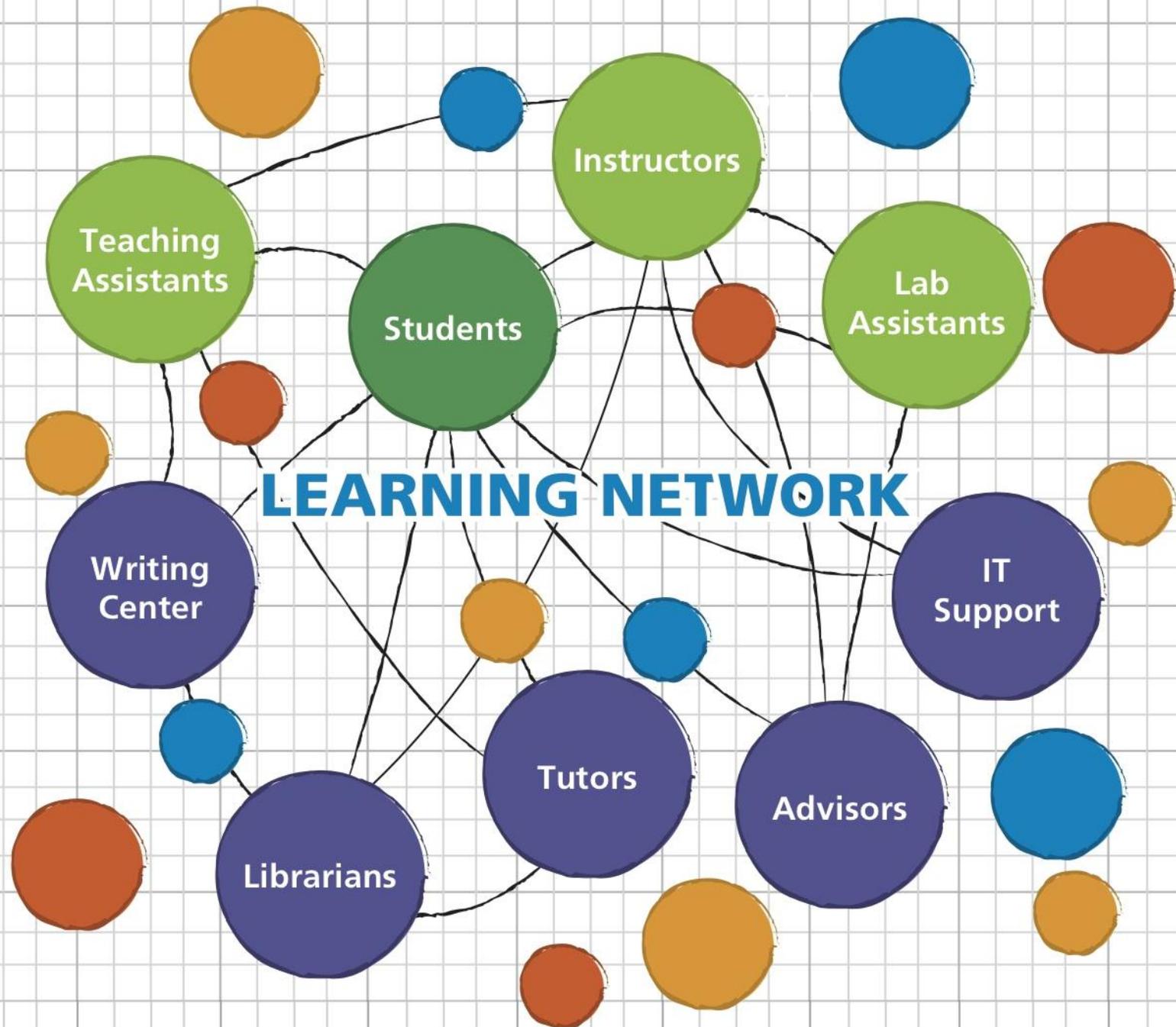


A Culture of Creativity A Tradition of Innovation









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.



H
A
C
K

Brian Mathews

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THE
LEARNER
EXPERIENCE .

STARTUP?

A photograph of four young men in a kitchen setting, looking intently at a laptop screen. The man on the far left is wearing a light-colored button-down shirt. The man next to him is wearing a light-colored patterned sweater. The man in the center is wearing a dark blue and grey raglan t-shirt. The man on the far right is wearing a dark blue t-shirt with the word 'STARTUP' visible on it. The background shows a kitchen with a stove and a window with blinds.

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

An organization searching for a reliable operating model.