

## “WE HAVE DEEP DEPTH”: TRANSITIONING TO A LIBRARY TEAM

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## WE HAVE DEEP DEPTH

Engineering

Teaching Community College

Writing Grants

Pioneering Computer Labs

Public Library

School Library

Academic Library

Teaching Graduate Library Science courses

Leading a Team of Science Librarians across two campuses

Forever Baseball Fan

## WE HAVE DEEP DEPTH



## WE HAVE DEEP DEPTH

“Baseball has it’s own literature. It even has its own language. The game goes back to before the Civil War, but it never gets old. Neither does a good baseball book.”

Yogi Berra, from [Forward] Anatomy of Baseball, 2008

Yogi managed the Mets from 1972-1975 with a record of 292-296 with them and with the Yankees he managed for a little over 2 (1964, 1984-1985), with a record of 192-148.

A combined total of **484-444**.





**BASEBALL IS 90% MENTAL  
AND THE OTHER HALF IS PHYSICAL**

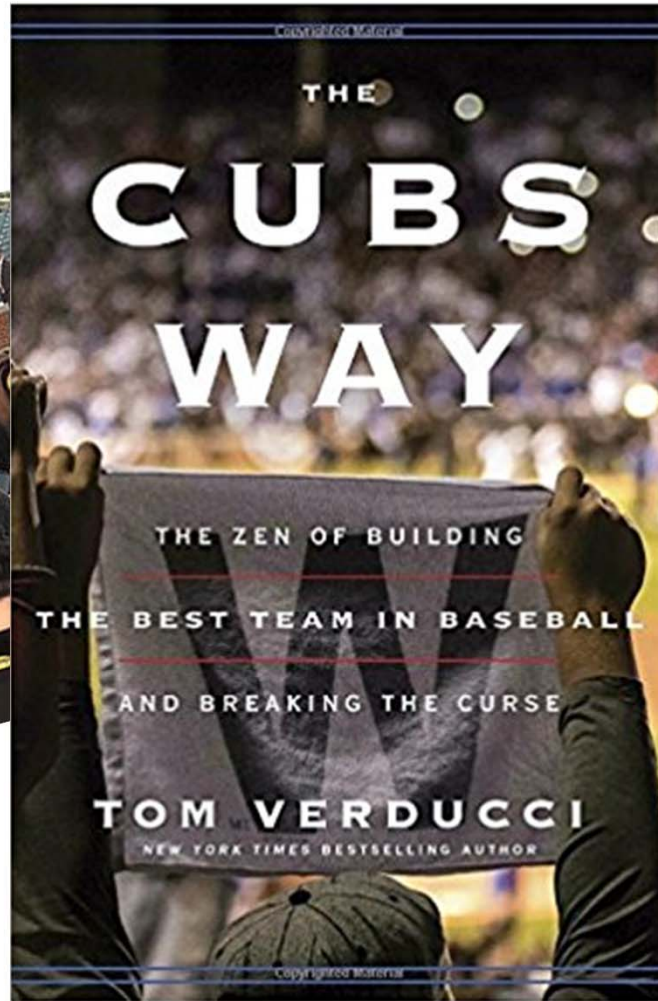
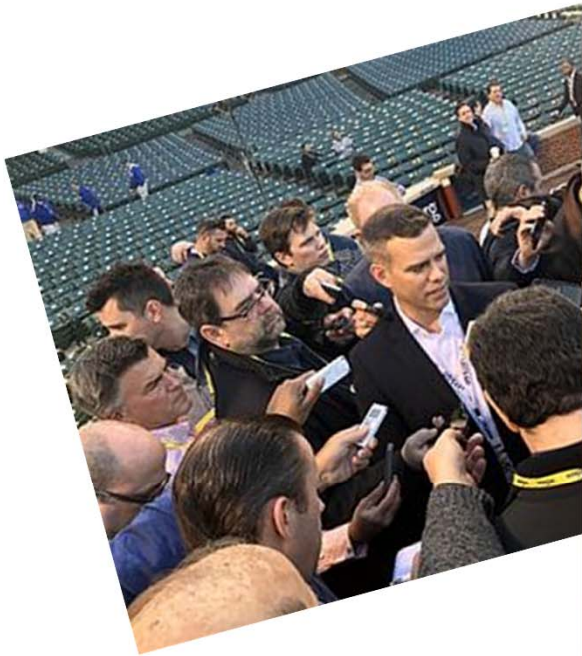
Society for American Baseball Research SABR

*Moneyball: The Art of Winning an Unfair Game* by Michael Lewis

**Theo Nathaniel Epstein**

**Joseph John "Joe" Maddon Jr.**

*"I hate OPS - on base plus slugging!" Kim Hoffman*



JOE MADDON'S WORLD SERIES GAME 7 LINEUP CARD

Wednesday, November 02, 2016 8:08 PM

CUBS		INDIANS	
1 <b>Fowler</b> <i>Alston</i>	K GB 34% 42% Matrix .260	1 <b>Santana</b> <i>Alfonso</i>	K GB 20% 40% Matrix .268
2 <b>Schwab</b> <i>30</i>	K GB 32% 37% Matrix .307	2 <b>Kipnis</b>	K GB 19% 46% Matrix .270
3 <b>Bryant</b>	K GB 30% 34% Matrix .279	3 <b>Lindor</b>	K GB 17% 54% Matrix .244
4 <b>Rizzo</b>	K GB 24% 39% Matrix .308	4 <b>Napoli</b>	K GB 30% 44% Matrix .236
5 <b>Zobrist</b> <i>19</i>	K GB 17% 48% Matrix .278	5 <b>Ramirez</b>	K GB 10% 49% Matrix .249
6 <b>Russell</b> <i>31</i>	K GB 13% 44% Matrix .236	6 <b>Gibson</b> <i>19</i>	K GB 18% 41% Matrix .258
7 <b>Contreras</b> <i>19</i>	K GB 19% 57% Matrix .234	7 <b>Davis</b> <i>19</i>	K GB 18% 53% Matrix .219
8 <b>Heyward</b> <i>31</i>	K GB 20% 48% Matrix .287	8 <b>Crisp</b> <i>19</i>	K GB 13% 45% Matrix .243
9 <b>Baez</b> <i>19</i>	K GB 17% 46% Matrix .232	9 <b>Perez</b> <i>19</i>	K GB 27% 59% Matrix .197
P <b>Hendricks</b>		C <b>Kluber</b>	

EXTRAS			
LEFT	SWITCH	RIGHT	
<i>Almon</i>	<i>Ross</i>	<i>Almon</i>	
<i>Almon</i>	<i>Almon</i>	<i>Soler</i>	

RELIEVERS					
LEFT	VH	VRH	RIGHT	VH	VRH
<i>Wood</i>	.189	.238	<i>Strop</i>	.165	.167
<i>Womack</i>	.233	.244	<i>Edwards</i>	.175	.118
<i>Worley</i>	.223	.225	<i>Grimm</i>	.231	.200
			<i>Lackey</i>	.261	.222

EXTRAS			
LEFT	SWITCH	RIGHT	
<i>Almon</i>	<i>Martinez</i>	<i>Guyton</i>	
		<i>Guyton</i>	

RELIEVERS					
LEFT	VH	VRH	RIGHT	VH	VRH
<i>Merritt</i>	.250	.143	<i>Salazar</i>	.217	.239
			<i>McAllister</i>	.251	.266
			<i>Manship</i>	.241	.186
			<i>Otero</i>	.245	.274
			<i>Shaw</i>	.254	.230
			<i>Allen</i>	.202	.193

UMPRES			
HP	1B	3B	
<i>Sam Holbrook</i>		<i>Chris Guccione</i>	

UMPRES			
2B	3B	RF	
<i>John Hirthbeck</i>		<i>Marvin Hudson</i>	
<i>Tony Randazzo</i>		<i>Joe West</i>	

## LEGEND

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### PURPLE INK

Maddon's handwritten pregame notes to himself.

### PENCIL WITH YELLOW HIGHLIGHTER

"B": Candidates to bunt.

RELIEF PITCHERS WITH ARROWS:  
Preferred usage through parts of Cleveland lineup.

### LIGHT BLUE PEN

NUMBERS IN CIRCLES: A circle is placed next to the name of the hitter who made the last out of an inning against the starting pitcher. The number denotes the total pitches by the starter at that point.

NUMBERS INSIDE A TRIANGLE: A triangle refers to the last out against a relief pitcher and his total pitches, with the name of the relief pitcher added.

"PIC" INSIDE A CIRCLE: Runners vulnerable to being picked off.

### HEAVY BLUE MARKER

LINEUP CHANGES: Maddon puts a line through the names of position players who are removed and pitchers once they enter. Note that the name of Bauer had not been originally listed among Cleveland relievers.

### PRINTED INFORMATION

BATTERS: Right-handed hitters in black, left-handed hitters in blue, switch-hitters in red.

"K" AND "GB": Percentage of plate appearances in which the hitter strikes out or hits a groundball. High strikeout rates are highlighted in red, medium rates are white, and low rates are shaded blue. For groundball rates, high rates are dark green and low rates are light green.

"MATRIX": The proprietary number Maddon assigns to each batter to capture how well the batter matches up against the starting pitcher. It follows a similar scale to batting average (.300 is very good, .200 very poor) but bakes every available hitting metric into one number, not just career hits divided by at-bats. The Matrix is color-coordinated. Moving from least favorable for the hitter to most favorable, the colors in the spectrum are blue, light blue, white, pink, and red.

"vLH" AND "vRH": Batting averages against relief pitchers, based on left-handed or right-handed hitters. Matchups favorable to pitchers are in red. Matchups favorable to hitters are in blue. Neutral matchups are in black.



## IT'S DEJA VU ALL OVER AGAIN

### What?

What are Social groups? Their metaphysics and how to classify them by Brian Epstein

### How?

Social Brain Hypothesis – Dunbar number = 150  
IT Revolution – neuromorphic computing

### Why?

The Wisdom of Teams by Jon R. Katzenbach and Douglas K. Smith

### Where?

“Stacks, Platforms, Interfaces: A Field Guide to Information Spaces” @ Pratt, ACRL, Yale by Shannon Mattern

## THE FUTURE AIN'T WHAT IT USED TO BE

*Brian Epstein...* "Social groups have innumerable functions and purposes. They arise from a combination of conscious invention, unconscious habits, repeated patterns, routines, practices, and environmental features. And they come in staggering variety."

## THE FUTURE AIN'T WHAT IT USED TO BE

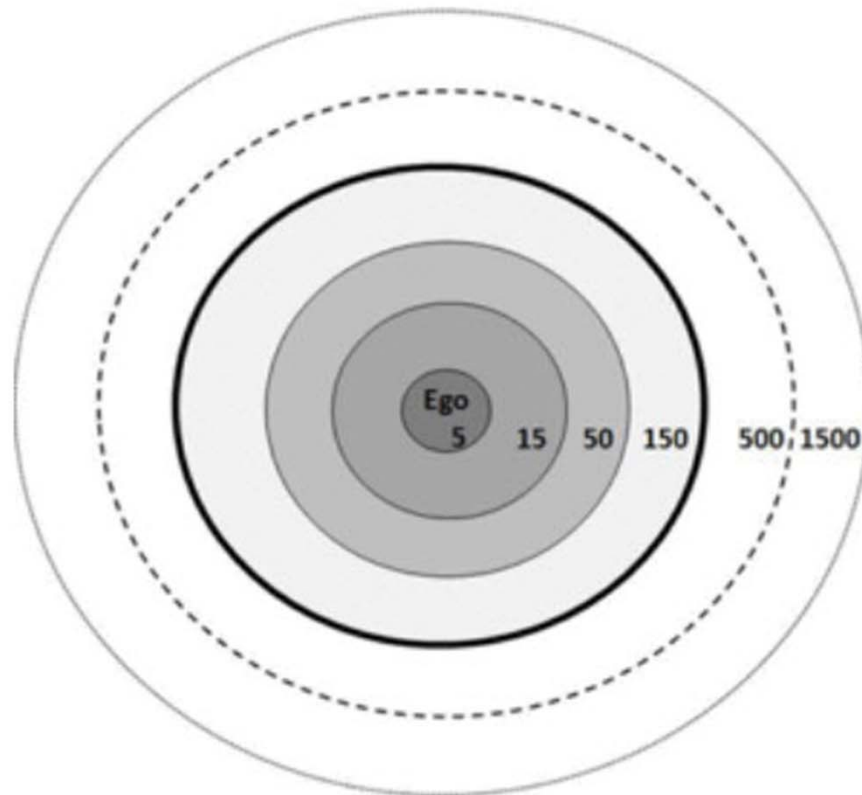
Among the kinds of groups are sports teams, baseball teams, major league baseball teams, minor league baseball teams, college baseball teams, intramural baseball teams, pickup baseball teams, **research groups**, musical groups, pop bands, symphony orchestras, marching bands, social classes, races, genders, demographic cohorts, psychographic cohorts, geographic cohorts, corporate marketing groups, corporate HR groups, boards of directors, rioting mobs, marching platoons, processions of mourners,... we could go on and on, listing kinds and sub-kinds.

# THE FUTURE AIN'T WHAT IT USED TO BE

The Social Brain Hypothesis and Human Evolution by Robin I.M. Dunbar

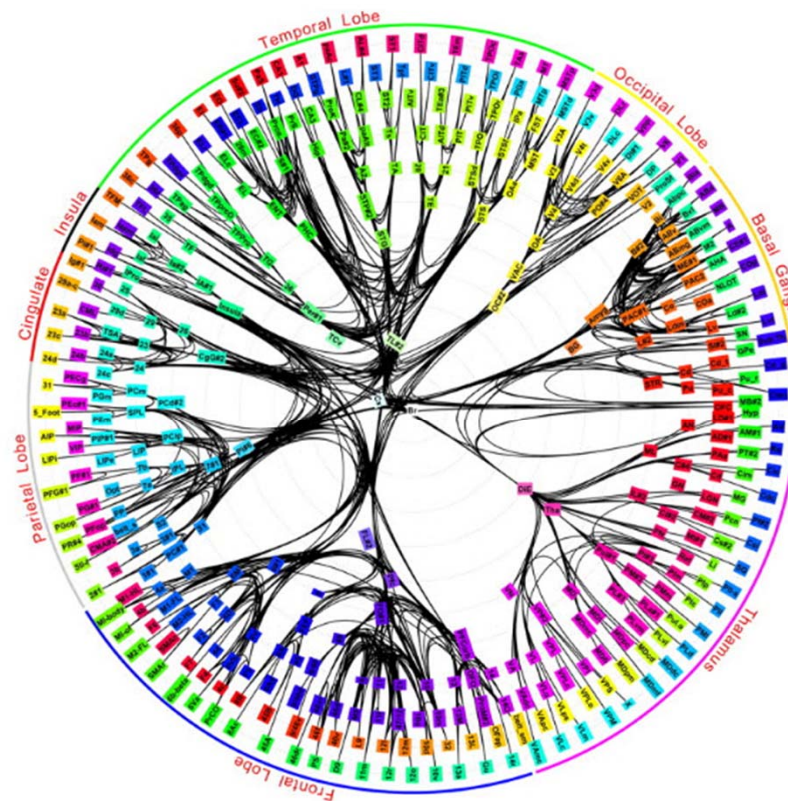
## **The Social Brain Hypothesis and Human Evolution**

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# THE FUTURE AIN'T WHAT IT USED TO BE

## Neuromorphic computing



Network diagram of the macaque brain, which Dharmendra Modha used to design his neuromorphic chip (image courtesy of Dharmendra Modha and IBM). [-]

Table 10-1

Behavioral Changes Demanded by Performance in the 1990s and Beyond

FROM

---

Individual accountability

TO

---

Mutual support, joint accountability, and trust-based relationships *in addition to* individual accountability

Expecting everyone to think, work, and do

Encouraging people to play multiple roles and work together interchangeably on continuous improvement

Getting people to buy into meaningful purpose, to help shape direction, and to learn

Aspiring to personal growth that expands as well as exploits each person's capabilities

# Re-Envisioning Branch Libraries, UNION



THE NEW YORK TIMES, SUNDAY, NOVEMBER 23, 2015

9

## Op-Art

UNION

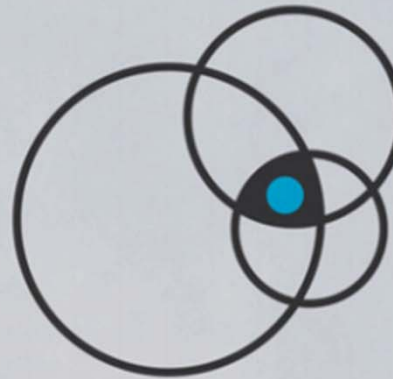
LIBRARY



SOCIAL  
SERVICES

EDUCATION

PUBLIC  
SAFETY



## The Linchpin of Social Infrastructure

From Page 1

209,000 protected areas, which cover 15.4 percent of the planet's terrestrial and inland water areas and 3.4 percent of the oceans, according to the I.U.C.N.

I could have gone to the Brisbane G-20 summit meeting, but I thought this was

in Siberia, is now under huge pressure from hoteliers. "How do we get them to understand that the value of that lake staying pristine is more valuable than any hotels?" she asks.

John Gross, an ecologist with the U.S. National Park Service, who has worked in Yellowstone for 20 years, uses a NASA

institution [in the country] has broken down," he said. Virunga has "become an island of stability." This is a park holding up a country, not the other way around.

Carlos Manuel Rodríguez, Costa Rica's former minister of environment and energy and now a vice president of Conservation International, explains to me the



...refer to  
...when he promised  
...regimes Bush had claimed.  
...believe he was sincere when he  
...nces, again and again across  
...ncy, that a sweeping unilateral  
...he one just made on immigra-  
...betray the norms of constitu-  
...rment.

...lid we get from there to here?  
...ic man who was supposed to  
...nperial presidency become, in  
...ys, more imperial than his  
...r?

...pe of Obama's moves can be  
...at that basic imperial reality is  
...as he has maintained much of  
...ra national security architec-  
...resident has been more willing  
...military operations without  
...nal approval; more willing to  
...ssassination and deal death  
...erican citizens; and more ag-  
...i his war on leakers, whistle-  
...d journalists.

...ame time, he has been much  
...essive than Bush in his use of  
...power to pursue major domes-  
...tice — an education, climate

**IF PEOPLE DONT WANT TO COME OUT TO THE  
BALLPARK, HOW ARE YOU GOING TO STOP THEM?**

“Stacks, Platforms, Interfaces: A Field Guide to  
Information Spaces”

@ Pratt, ACRL, Yale by Shannon Mattern


<http://www.wordsinspace.net/shannon/2017/04/02/stacks-platforms-interfaces-a-field-guide-to-information-spaces-pratt-acrl-yale/>





**IF PEOPLE DONT WANT TO COME OUT TO THE  
BALLPARK, HOW ARE YOU GOING TO STOP THEM?**

“I’ve come to learn over the years that librarians are often a sober, acutely self-critical bunch, quick to acknowledge their institution’s failures, hypocrisies, and ignoble histories. So I feel compelled to note that framing *the library as a zone of exception...*”



**YOU'VE GOT TO BE VERY CAREFUL IF YOU DON'T  
KNOW WHERE YOU ARE GOING,  
BECAUSE YOU MIGHT NOT GET THERE**

# SWOT ANALYSIS



## Situational Analysis 4 Gradient Matrix

## SWOT Analysis Template

State what you are assessing here

(This particular example is for a new business opportunity. Many criteria can apply to more than one quadrant. Identify criteria appropriate too your own SWOT situation.)

### Criteria examples

Advantages of proposition  
 Capabilities  
 Competitive advantages  
 USP's (unique selling points)  
 Resources, Assets, People  
 Experience, knowledge, data  
 Financial reserves, likely returns  
 Marketing - reach, distribution, awareness  
 Innovative aspects  
 Location and geographical  
 Price, value, quality  
 Accreditations, qualifications, certifications  
 Processes, systems, IT, communications

### Strengths

### Weaknesses

### Criteria examples

Disadvantages of proposition  
 Gaps in capabilities  
 Lack of competitive strength  
 Reputation, presence and reach  
 Financials  
 Own known vulnerabilities  
 Timescales, deadlines and pressures  
 Cash flow, start-up cash-drain  
 Continuity, supply chain robustness  
 Effects on core activities, distraction  
 Reliability of data, plan predictability  
 Morale, commitment, leadership  
 Accreditations etc

### Criteria examples

Market developments  
 Competitors' vulnerabilities  
 Industry or lifestyle trends  
 Technology development and innovation  
 Global influences  
 New markets, vertical, horizontal  
 Niche target markets  
 Geographical, export, import  
 New USP's  
 Tactics: eg, surprise, major contacts  
 Business and product development  
 Information and research  
 Partnerships, agencies

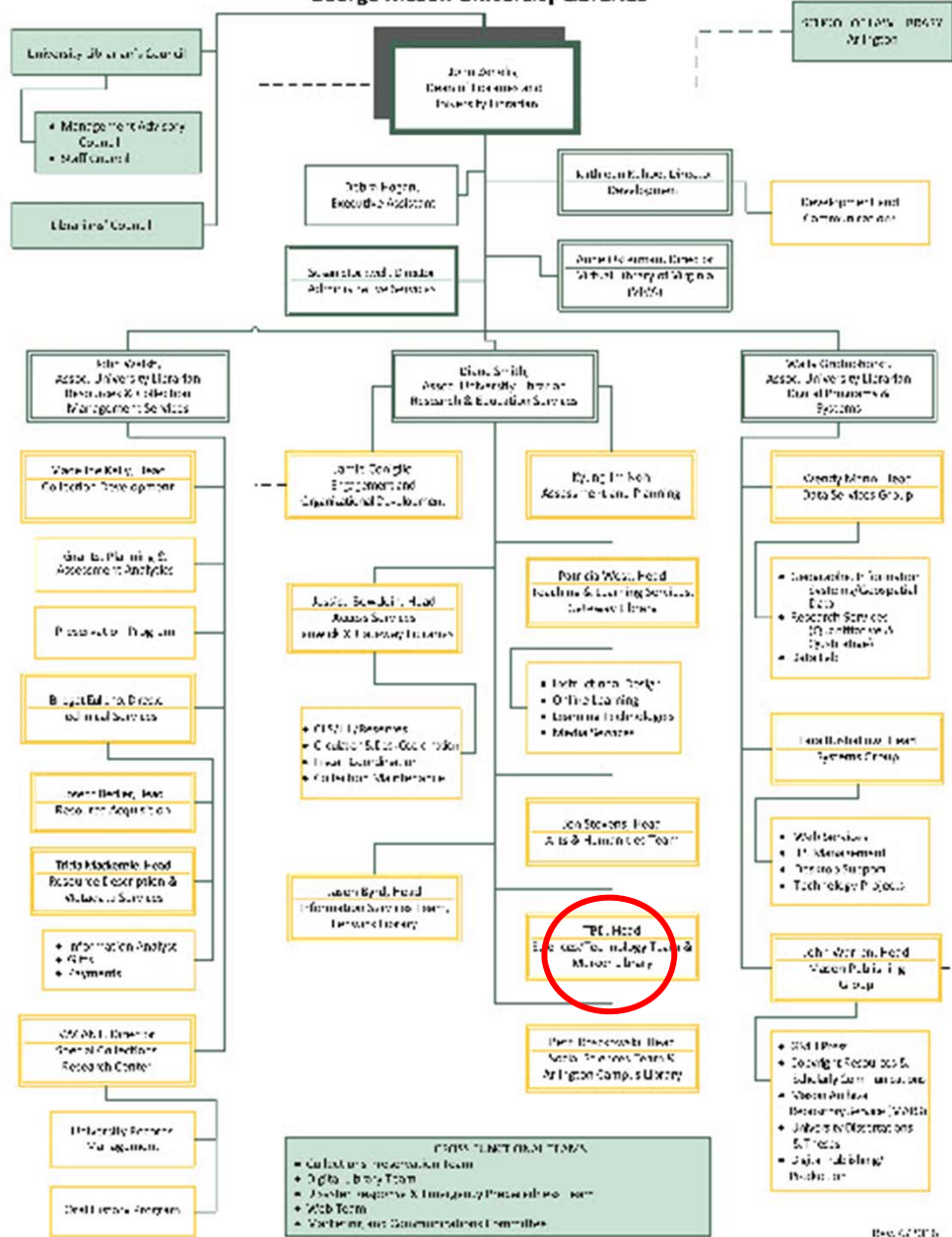
### Opportunities

### Threats

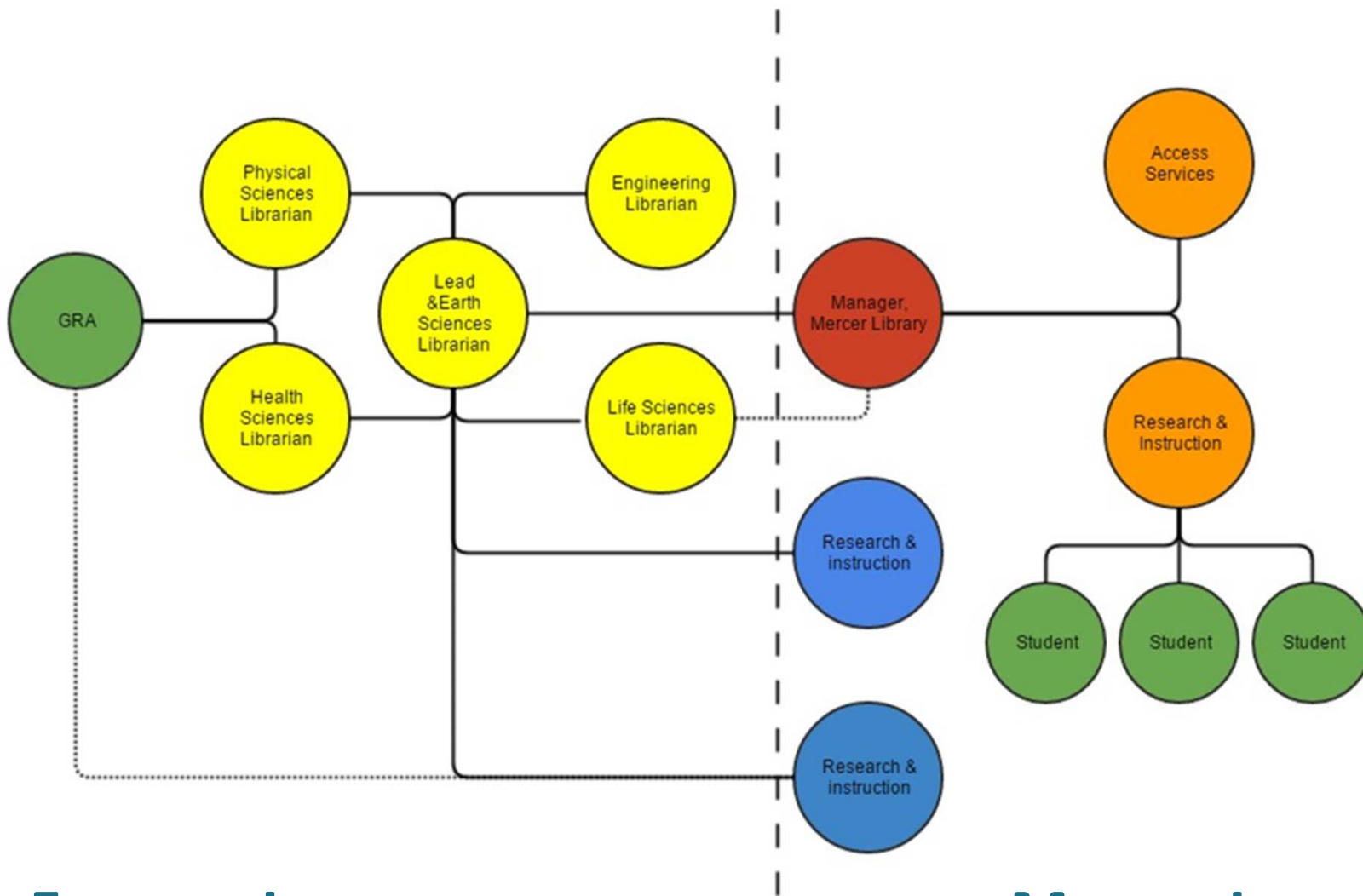
### Criteria examples

Political effects  
 Legislative effects  
 Environmental effects  
 IT developments  
 Competitor intentions - various  
 Market demand  
 New technologies, services, ideas  
 Vital contracts and partners  
 Sustaining internal capabilities  
 Obstacles faced  
 Insurmountable weaknesses  
 Loss of key staff  
 Sustainable financial backing  
 Economy - home, abroad  
 Seasonality, weather effects

# George Mason University Libraries

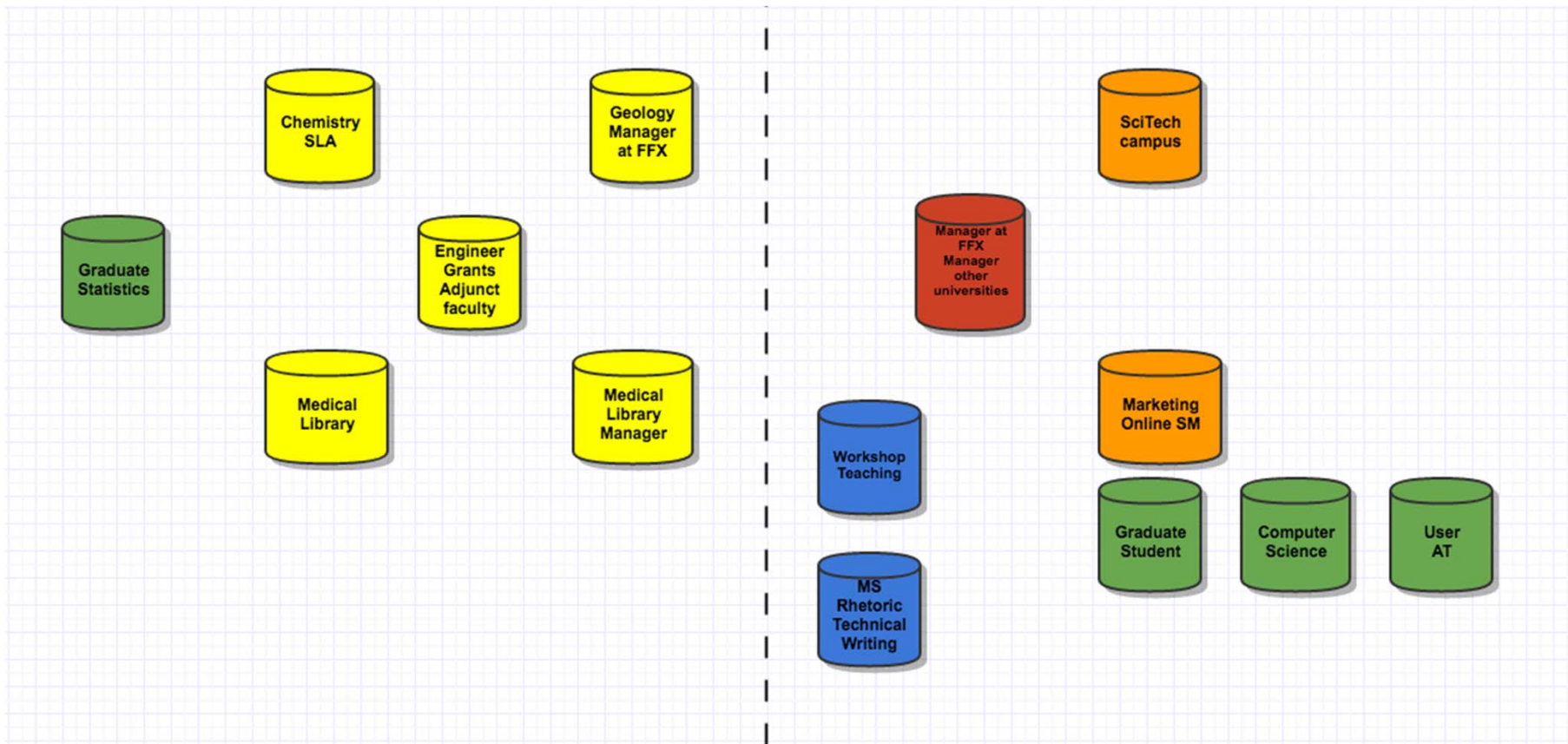


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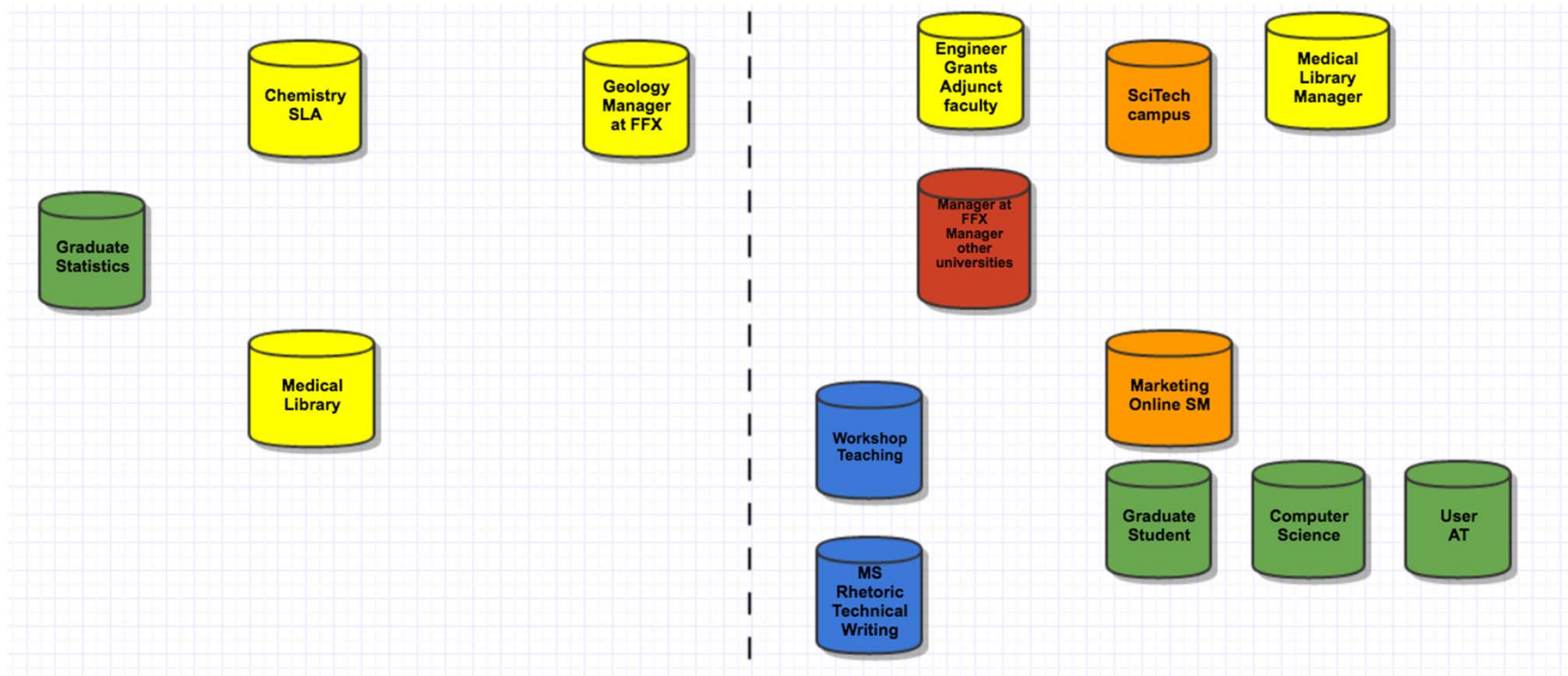
## FENWICK LIBRARY

## MERCER LIBRARY



## FENWICK LIBRARY

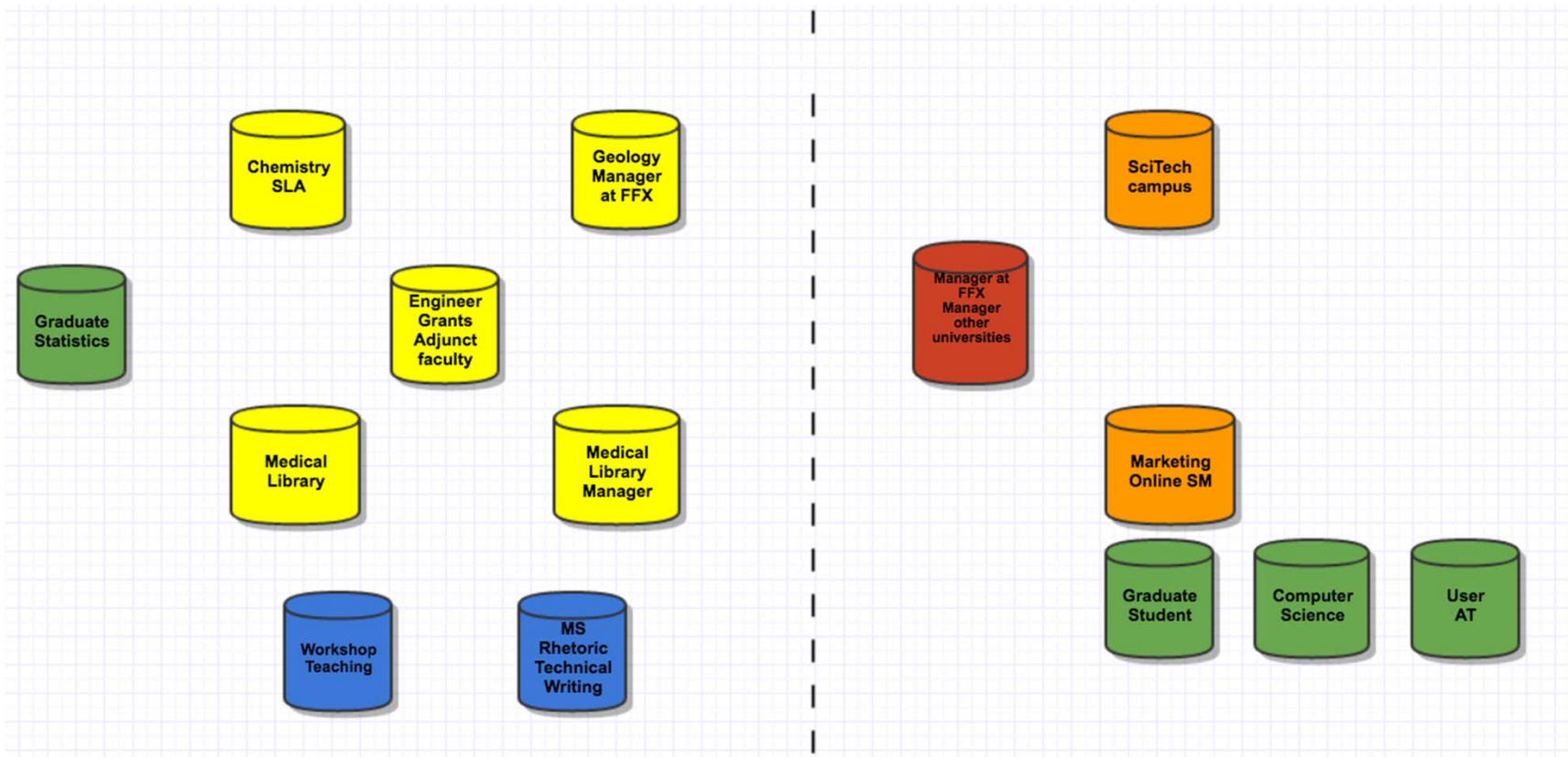
## MERCER LIBRARY



## FENWICK LIBRARY

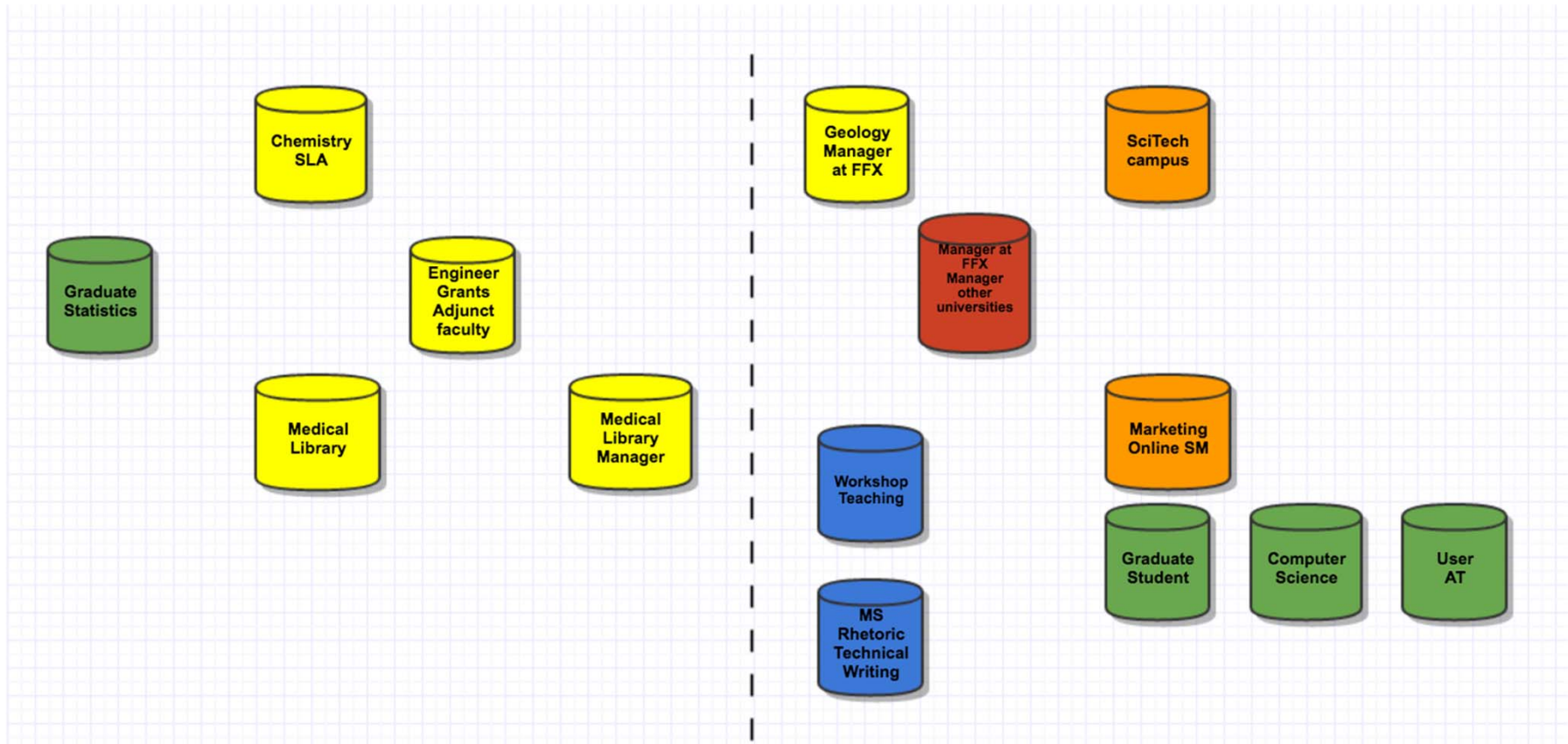
## MERCER LIBRARY





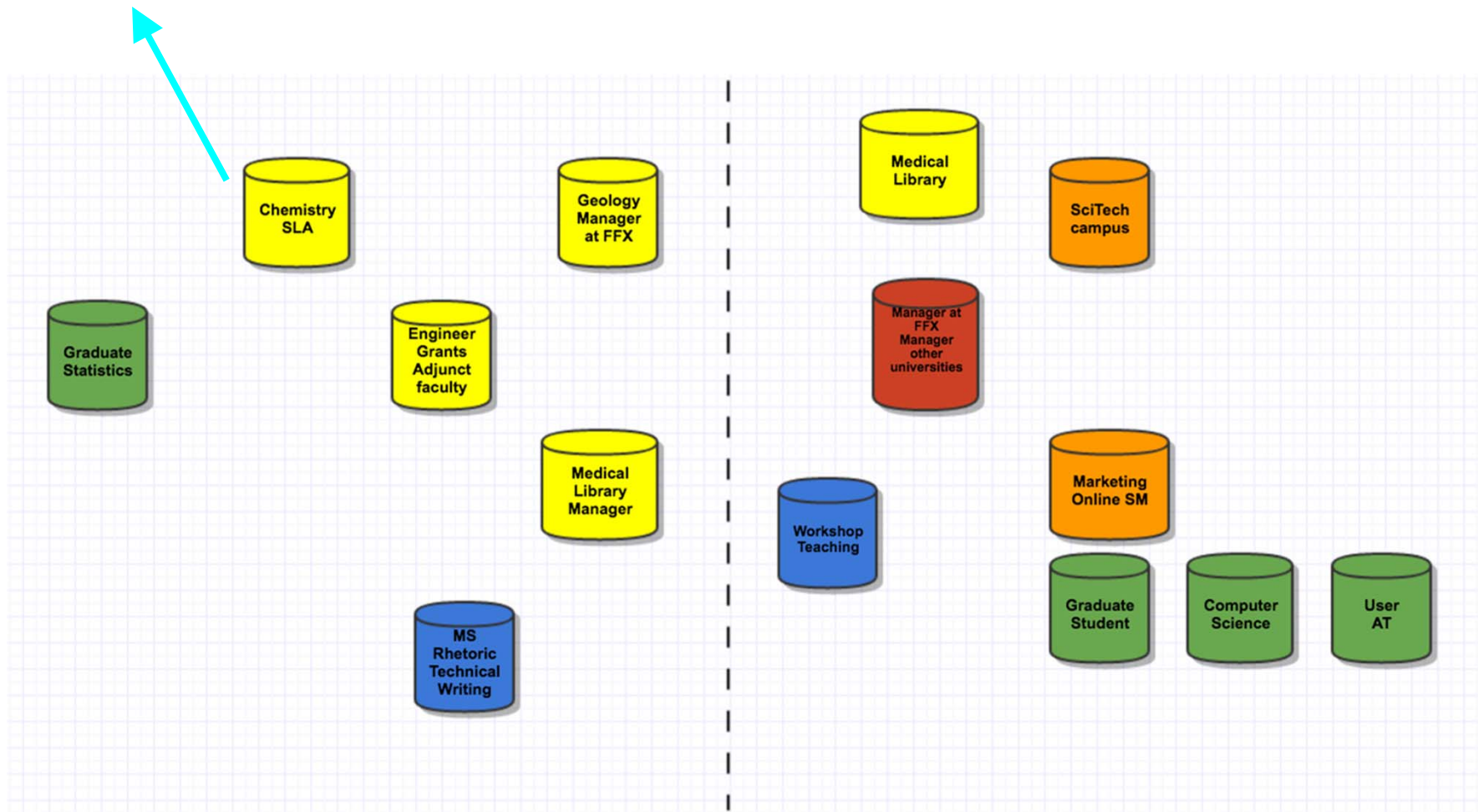
# FENWICK LIBRARY

# MERCER LIBRARY



## FENWICK LIBRARY

## MERCER LIBRARY



## FENWICK LIBRARY

## MERCER LIBRARY



## IT AIN'T THE HEAT, IT'S THE HUMILITY

Let Go of Your Fears

Approach with Success in Mind

Be Mindful of the Present

Don't Let Emotions Cloud Your Judgement

Believe in Your Cause .....*From 5 Leadership Lessons From the Jedi*

Low Impact

High Impact

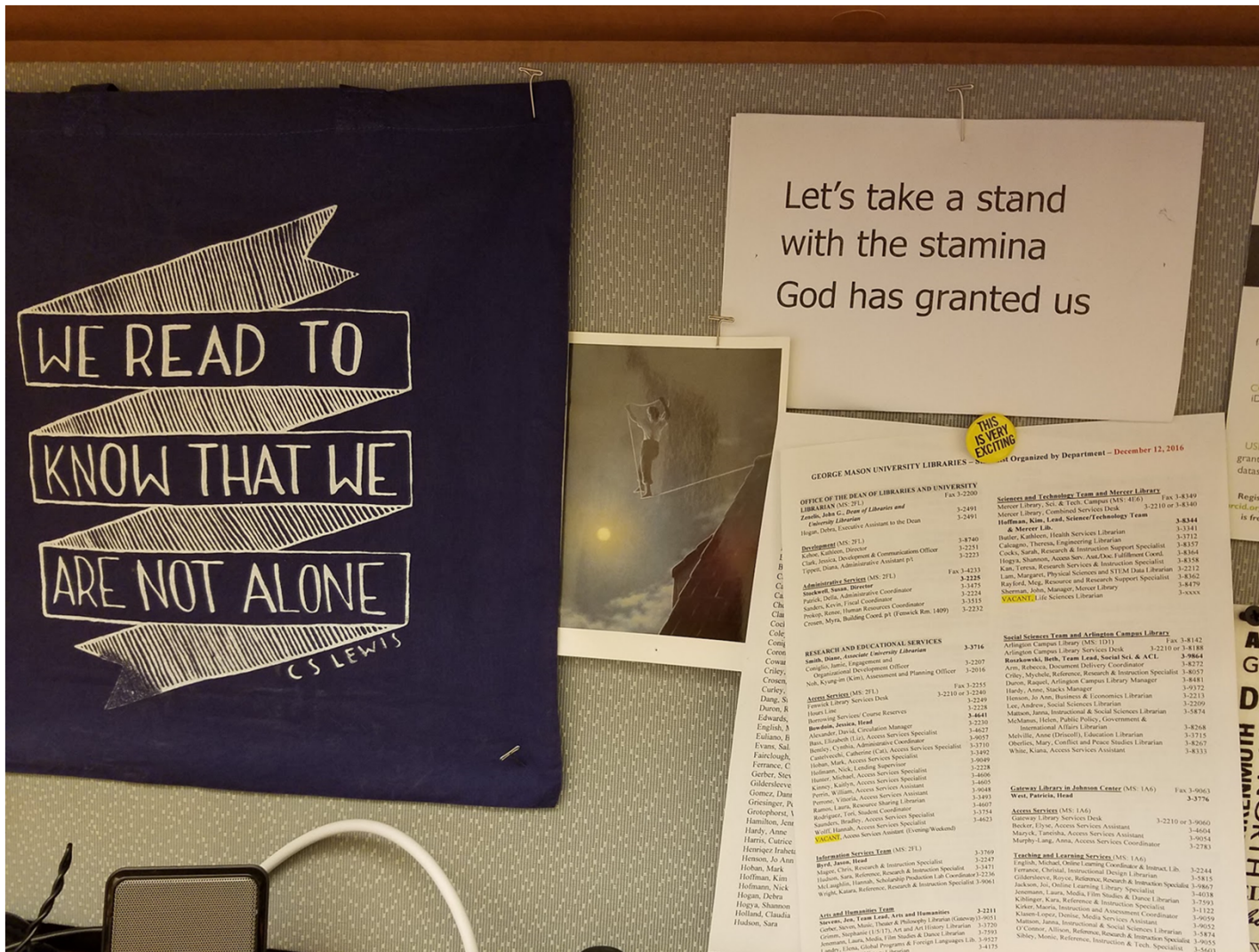
Easy

Hard

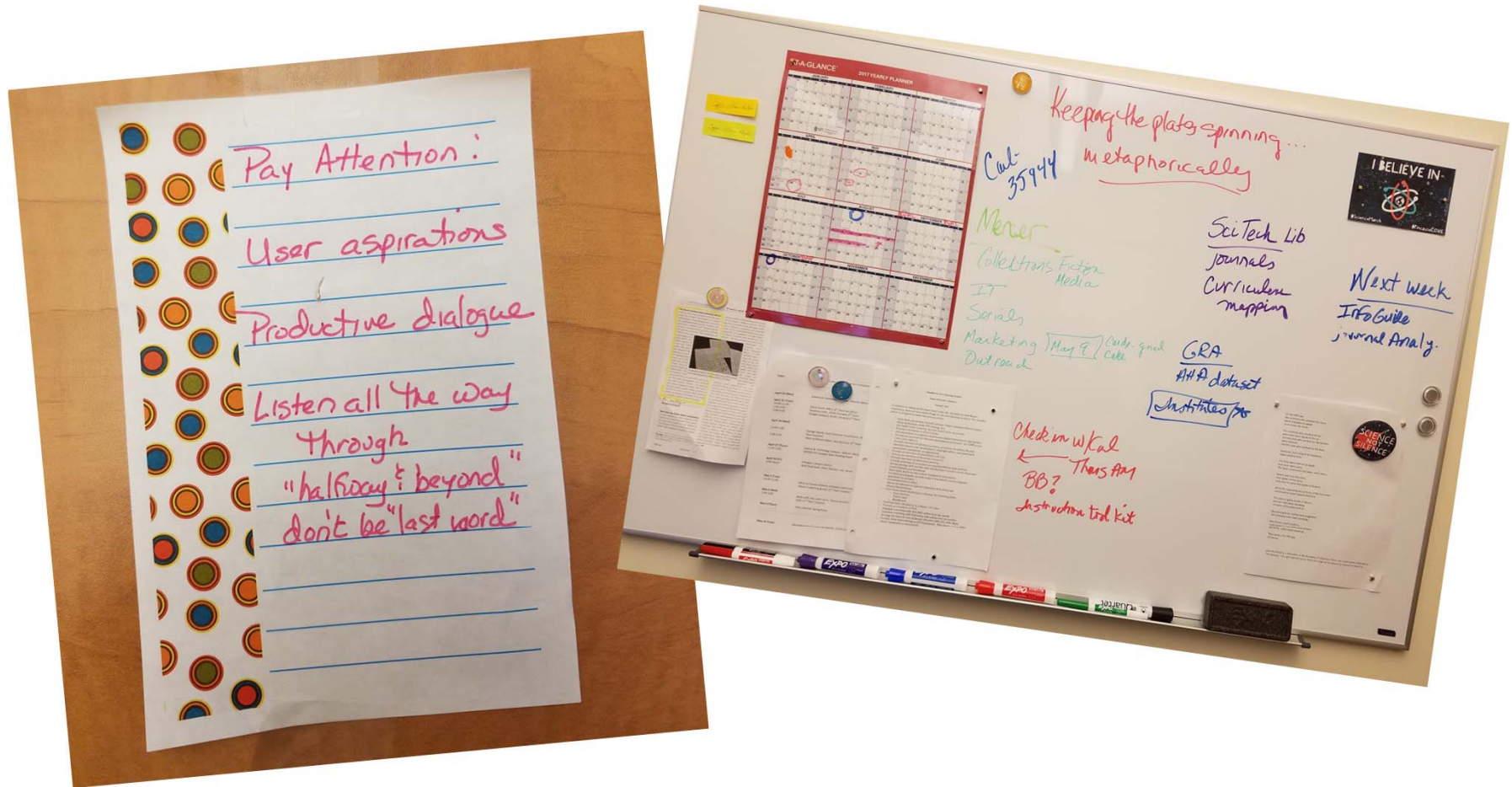
Where the  
magic happens

← Your  
comfort  
zone

# IT AIN'T THE HEAT, IT'S THE HUMILITY



# IT AIN'T THE HEAT, IT'S THE HUMILITY





## I NEVER SAID MOST OF THE THINGS I SAID

Interpersonal communication:

4X

time

> rate of change = more communication

Cement = frequency + quality

+ consistency + meaningfulness

DO

“is that clear?” and “do you understand”

DON'T

but, however, although



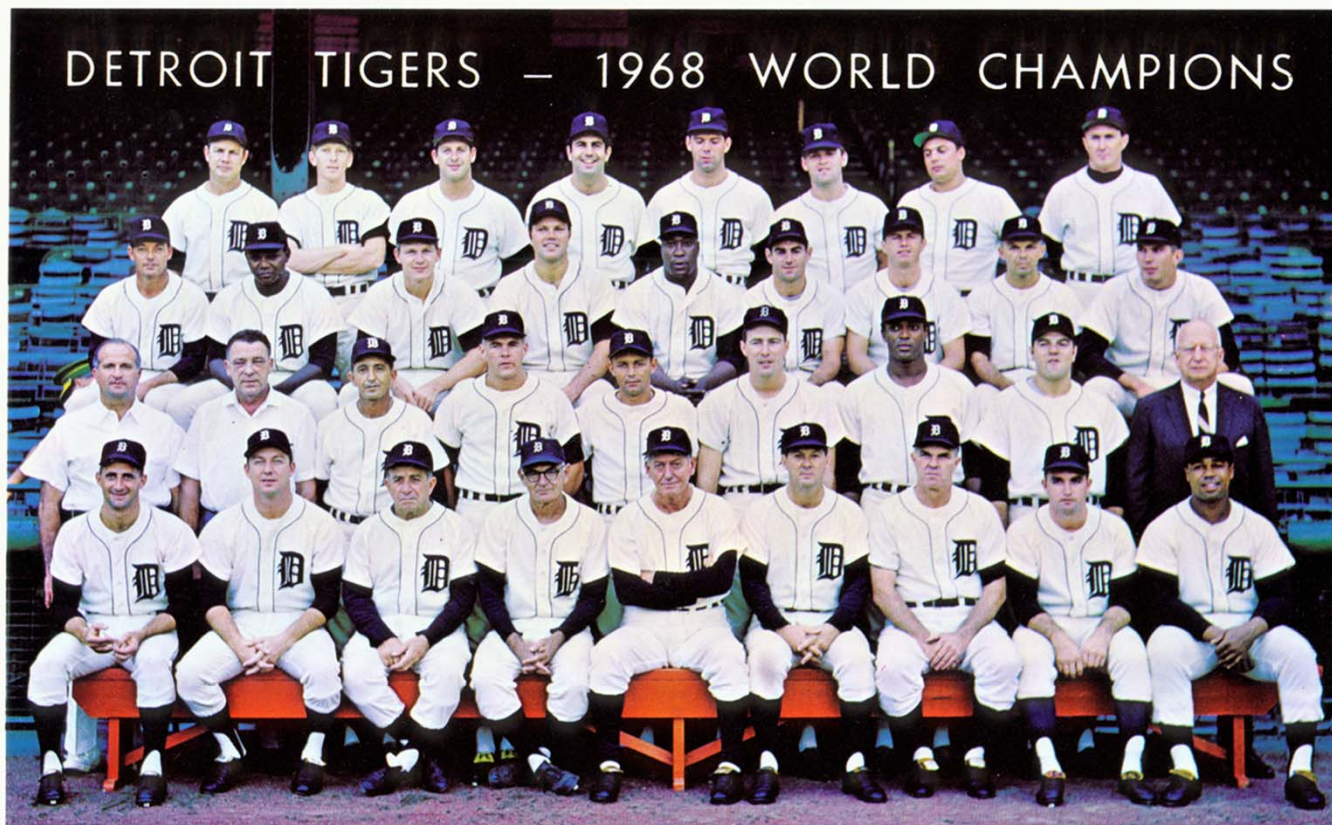
## IT AIN'T THE HEAT, IT'S THE HUMILITY

Listen, listen more, let every voice be heard

Respect Their History

Pivot to the Future - Knowing CHANGE is Constant

You Are Not Alone - You Have a Team



Front row—Don Wert, Al Kaline, Tony Cuccinello, Wally Moses, Manager Mayo Smith, Hal Naragon, John Sain, Wayne Comer, Willie Horton.

Second row—Bill Behm (trainer), John Hand (equipment), Julio Moreno (batting practice pitcher), Mickey Stanley, Ray Oyler, Fred Lasher, Earl Wilson, Jon Warden  
Charles C. Creedon (traveling secretary).

Third row—Roy Face, John Wyatt, Jim Northrup, Bill Freehan, Gates Brown, Dick McAuliffe, Jim Price, Dick Tracewski, Daryl Patterson.

Back row—Norm Cash, Tom Matchick, Mickey Lolich, Joe Sparma, Pat Dobson, Denny McLain, John Hiller, Don McMahon.

In a column published on October 11, 1968, Detroit's senior baseball writer, Joe Falls, described the impact of the Tigers championship on the city.

“My town, as you know, had the worst riot in our nation's history in the summer of 1967, and it left scars which may never fully heal. . . . And so, as 1968 dawned and we all started thinking ahead to the hot summer nights in Detroit, the mood of our city was taut. It was apprehensive. . . . But then something started happening in the middle of 1968. You could pull up to a light at the corner of Clairmount and 12th, which was the hub of last year's riot, and the guy in the next car would have his radio turned up: ' .... McLain looks in for the sign, he's set – here's the pitch' ... **It was a year when an entire community, an entire city, was caught up in a wild, wonderful frenzy.”**

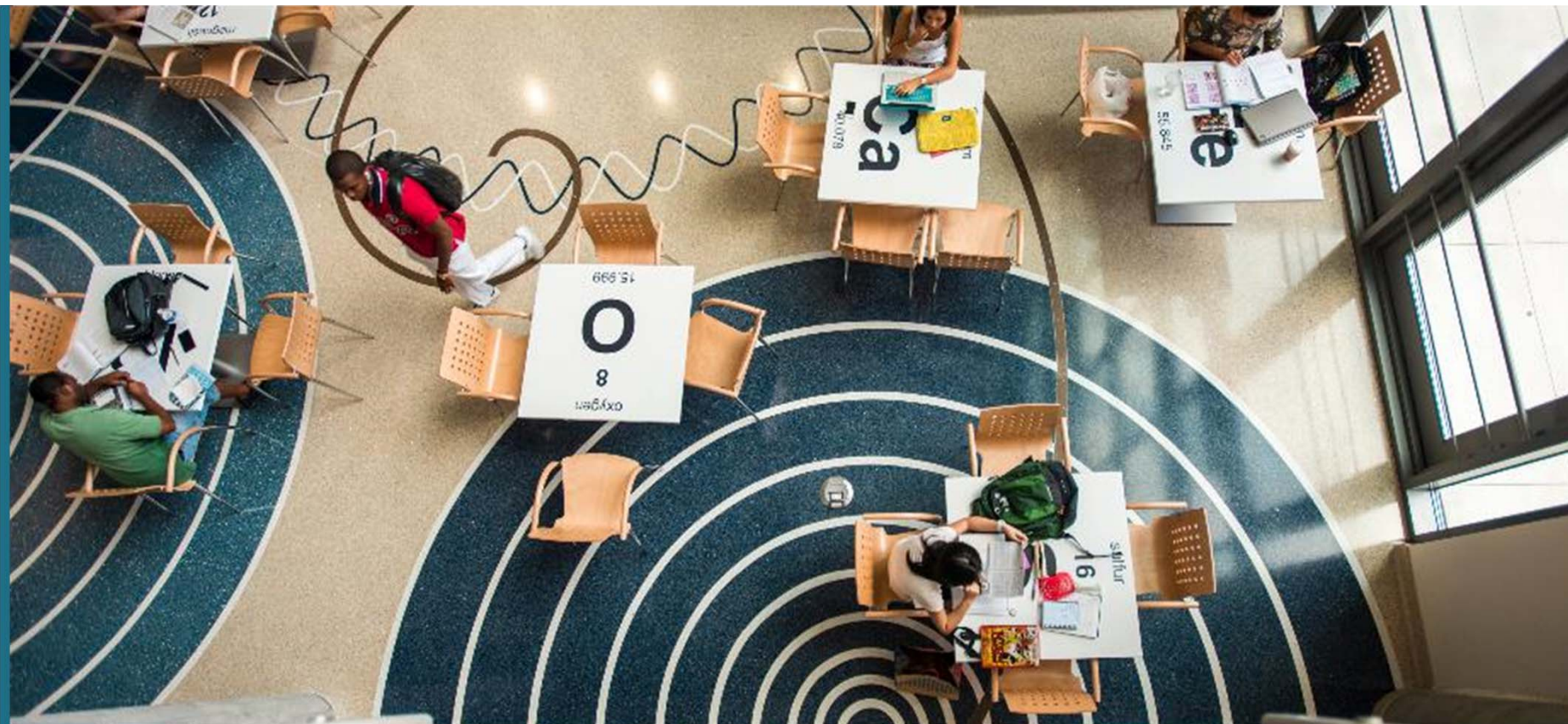


“...baseball is the only team sport in which scoring is not done by the ball.”

*Roger Angell, On the Ball in Anatomy of Baseball 2008*

“I know of few other places or people better equipped ... Few institutions that are themselves, essentially, architectural and programmatic “field guides” **to finding our better selves in a reckless, uncivil world.** There are few institutions in which I, for one, have more faith. “

*Shannon Mattern, “Stacks, Platforms, Interfaces: A Field Guide to Information Spaces”*



## TAKE IT WITH A GRIN OF SALT

For more information...

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**WHEN YOU COME TO A FORK IN THE ROAD, TAKE IT**



**THE GAME ISN'T OVER UNTIL IT'S OVER**