The background features a dark grid pattern with numerous white letter tiles scattered across it. Some tiles are arranged to spell out the Latin phrase "CARPE DIEM" in two rows: "C A R P E" on the top row and "D I E M" on the bottom row. Other tiles with various letters like 'A', 'Z', 'W', 'J', 'N', 'T', 'O', 'I', 'K', 'F', 'B', 'O', 'L', 'E', 'V', 'Z', 'S', 'I', 'R', 'G', 'S', 'A', 'J', 'W', 'O', 'Z', 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z' are scattered around, some overlapping the grid and others partially cut off by the edges.

# Egalitarian Teams in Action: Organizing for Library Initiatives

Miriam Laskin □ Kate Lyons □ Linda Miles  
Hostos Community College



## Types of Teams

Committed



Image by Tim Tregenza

Nimble



Image by Reid Kasprovicz

Committed  
&  
Nimble  
Together



Image by Koyaanisqatsi12



*Hostos Media Literacy Movement  
--Read, Reflect, Resist*

Why Us?

Image by Seattle Municipal Archives



We Are  
A Happy & Productive Team

Image by Seattle Municipal Archives

# What we've accomplished:

- Campus-wide “teach-in”
- Provost’s luncheon
- Journal article
- April Fools’ Week (1st annual)
- Bronx EdTech Showcase presentation
- Interactive presence at Hostos Teaching Day
- LACUNY Institute presentation
- Outreach: banners, posters, flyers, postcards, email, interactive whiteboard challenges

## “On Deck”:

- “Spa Day” faculty development
- Upcoming conference proposals
- Hostos Teaching Institute sessions
- Journal submission
- Example lesson plans
- Internal repository of tools for collaboration (outcomes, rubrics, lesson plans)
- Next year’s April Fools’ Week



# Agenda

1. Our Story
2. Traditional vs. Non
3. Things We Say When We Talk About Teams
4. How We Work
5. Benefits, Challenges, Best Practices
6. Other Possible Applications



**What is Traditional?**



Non-Traditional?

Image by Seattle Municipal Archives

# “Communities of Practice”

- Informal
- Egalitarian
- Improvised problem solving
- Value of “shop-floor” vs. received knowledge
- “Practice” = concrete actions
- Belonging = engagement
- Joint enterprise
- Shared “repertoire” of practices, material, experience

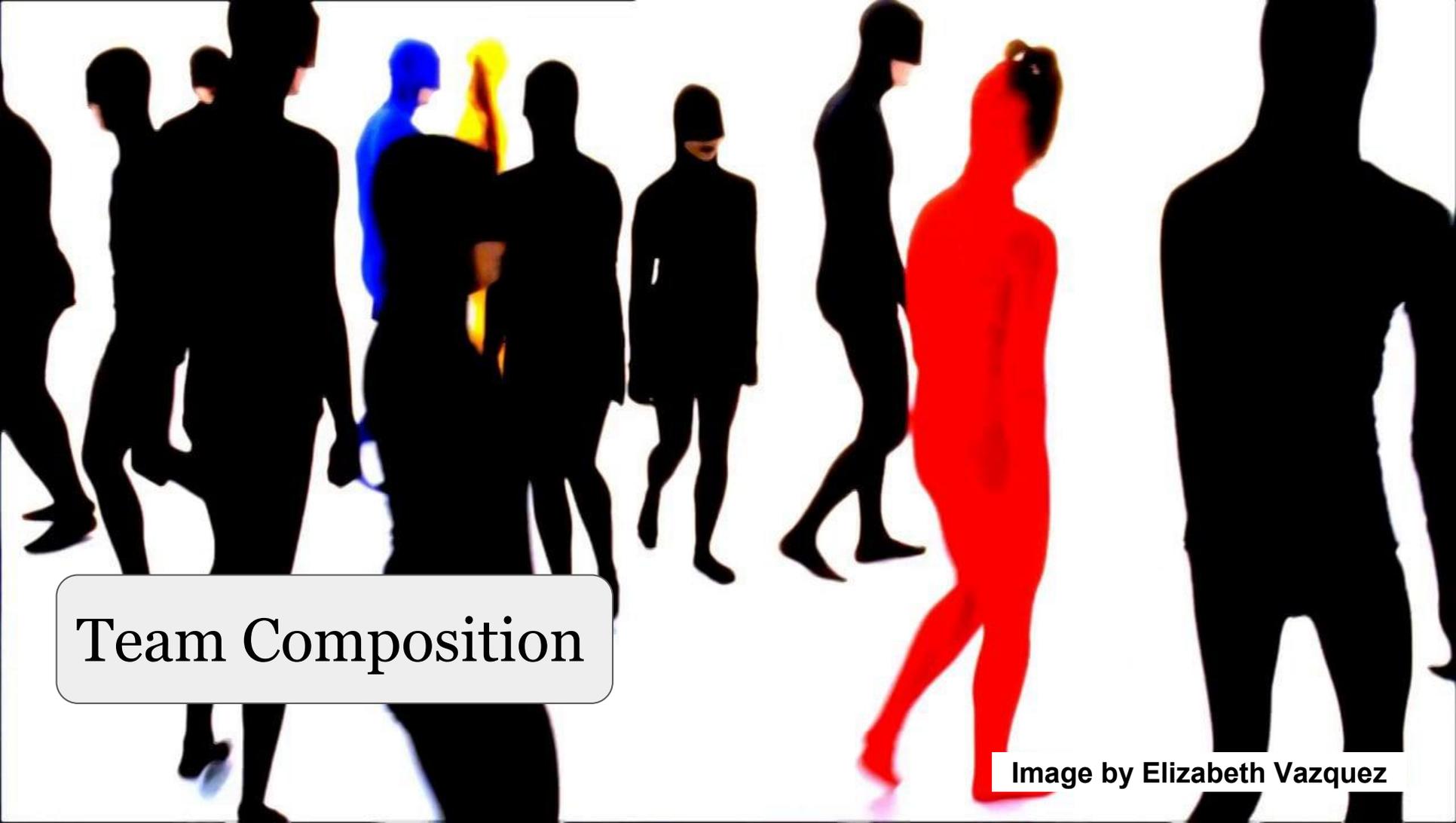
Image by Seattle Municipal Archives

Things we talk about when we talk about teams...



# Things we talk about when we talk about teams...

- Team Composition
- Stages Groups Go Through
- Motivation/Commitment
- Charter
- Group Decision Making
- Adaptive Performance

A group of silhouettes of people walking from left to right against a white background. Most are black, but one person in the middle-right is highlighted in red. There are also a few blue and yellow silhouettes in the background.

# Team Composition

Image by Elizabeth Vazquez

# Stages Groups Go Through



@gavinkeech

# Motivation/Commitment

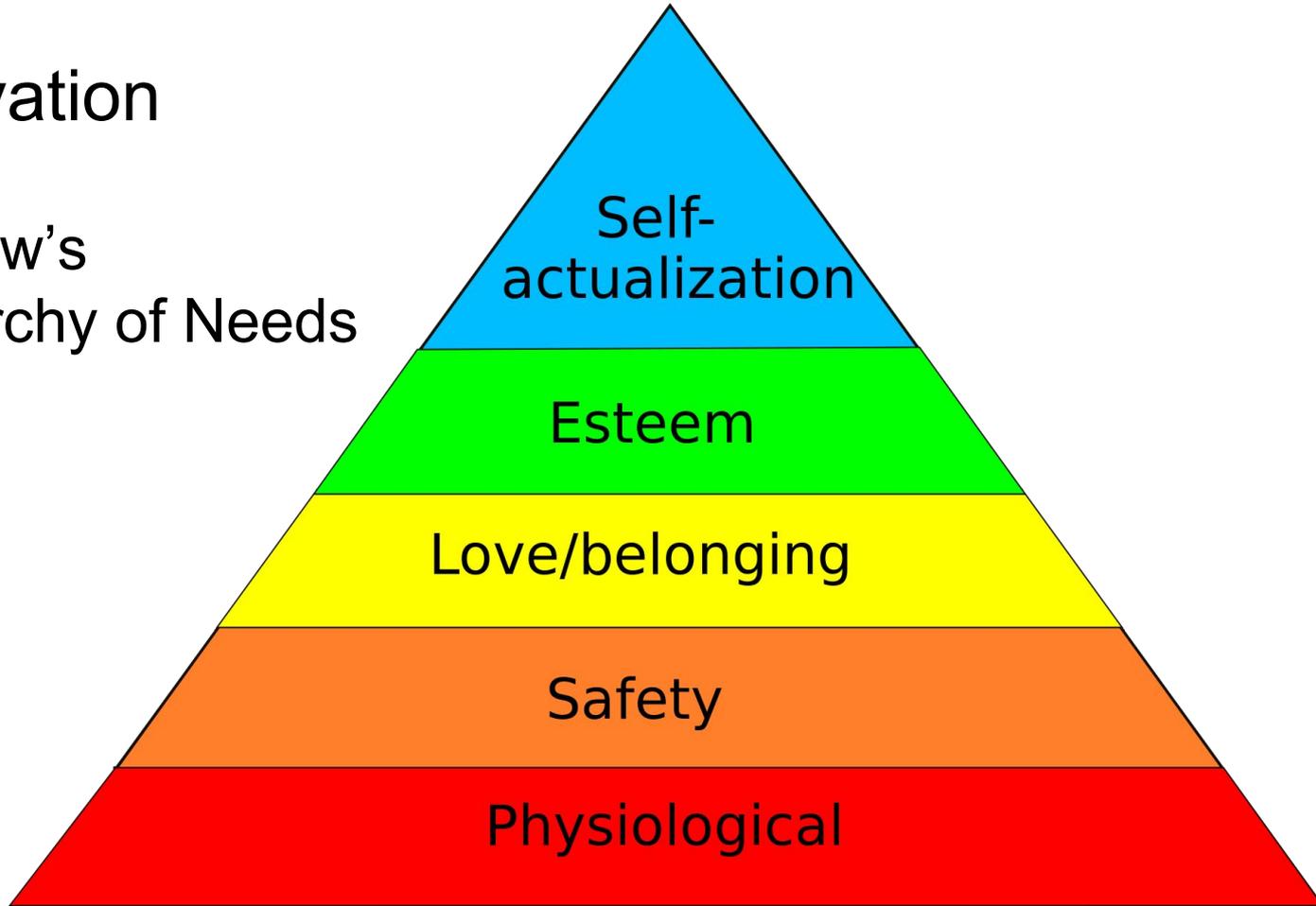
The image features a teal background with a large white circle in the center. Inside the circle, the words "LIVING" and "THE" are stacked vertically in a bold, black, sans-serif font. Below "THE" is a red rectangular box containing the word "MISSION" in a white, bold, sans-serif font. Two horizontal red double-line bars are positioned on either side of the circle, extending towards the left and right edges. The background also includes faint silhouettes of birds in flight and utility poles with power lines.

**LIVING**  
**THE**  
**MISSION**

Image by Rock of Roseville

# Motivation

## Maslow's Hierarchy of Needs





Charter

# Group Decision Making





# Adaptive Performance

Image by Nimble Photography

# How We Came Together

**OLLING  
STATION**



# How We Work



Image by Matt Morrison

## Agenda for 3/28 meeting

1. AFW flyers -- distribution? -  
DONE! - ML
2. Tweeting -- 2 accounts? JT
3. Cork board
  - a. Responsibility schedule -- LT to send out again
4. Interactive prompts -- done? yes
5. Satire contest
  - a. Gift cards and book JT to check on book; got Target; got Strand
  - b. Additional marketing
    - i. LM to make flyer
      1. stamp--Student Activities Office, C building 3rd fl
    - ii. LM to email students
      1. Who to email--LM to send to ML, who will send to Clifton Pierce
  - c. Judging process
    - i. LT to pull box plus 2 envelopes; make copies of front; add to mailboxes
    - ii. Email top 5 choices by noon Tues 4/4
6. Improv event
  - a. How it will work
    - i. Sandy F to emcee -- ML to contact her
    - ii. ML will cut up prompts for students
    - iii. Sign up sheet -- ML to make
    - iv. Sandy to call up next x number of people on sheet
    - v. ML to hand out prompts

Task Tracker for April Fools Week

Name	Needs to be Done	Status
Postcards	JT -- suggest headline CL -- finalize and get to production ML -- identify places to distribute JT -- to drop at mailroom for faculty ML -- to drop off around campus	Done
Flyer with info & events listed	CL -- make flyer once schedule finalized -- send to Amam ML -- get from Amam, get stamped and duplicate (200) CL -- to work with Lizette for spanish version	Distribution?
@realAprilFools twitter account	JT -- to tweet on both accounts	
Library homepage -- postcard plus events	CL -- post to homepage once sched finalized	
Email info/sched/ flyer to students	ML -- via Cliff Pierce; Ask Jerry Rosa to add to "The Link" for monday's Link. And put on FB	Done Done
Email info/sched/ flyer to faculty	ML -- Suzette Q for adjuncts; myself for full time faculty	Done & Done

NEW

Shared with me > MediaLiteracy

- My Drive
- Shared with me
- Recent
- Google Photos
- Starred
- Trash
- Backups

1 GB of 15 GB used

Upgrade storage

Name ↑

- Scholarship
- screenshotnewsstories
- Agenda for 3/28 meeting
- Agenda: 3/9 Core Group Meeting
- April Fool's Week Save the Date
- AprilFoolsWeekFlyerDraft.docx
- BulletinBoardSchedule
- CurrentTasks
- ImprovPrompts
- Links to new articles; post-Touchstone
- Mar2017\_emails\_LibStaff&HCC

*Excerpt from the call for proposals: the implications of current events and changes in higher education on the way that academic librarians plan a career in librarianship, engage students, faculty, and the community, how and where they offer services and resources to patrons, and how librarians can navigate the current trends in library science and in the global world to prepare for a successful career in librarianship.*

*Panel papers (15 minutes/presenter): Moderated panel presentations with time for questions and discussion.*

*OR Poster session?*

*300 - 500 words*

=====

Among common work experiences for academic librarians is service on committees, task groups, or teams. Collection building, maintenance, and services to our patrons generally require collaborative effort and, as professionals practicing together, coordination of effort helps make our libraries comprehensible for our constituents. Often such groups are designed to accomplish a specific function within an organization or are called into existence to tackle a specific problem, usually by organizational leaders. Traditionally, librarians are either assigned or recruited to serve. However, as shifts in technology and information cycles accelerate, and while students, faculty, and institutions work to keep pace, new models for convening and

**BOY! I SURE DID A  
GOOD DAY'S WORK TODAY!**

How're We  
Feeling About It?



Q1: AS A TEAM, how effectively have we...

14 items:

Not effectively at all  $\rightarrow 0$  (absolute)

Somewhat ineffectively  $\rightarrow .64$  (avg.)

Somewhat effectively  $\rightarrow 2.5$  (avg.)

Extremely effectively  $\rightarrow 1.86$  (avg.)

Q1: AS A TEAM, how effectively have we...

7 items had zero ineffective ratings:

- ...formed a cohesive group
- ...developed a mission
- ...set and followed priorities
- ...made decisions
- ...come up with creative solutions & ideas
- ...kept track of details
- ...worked to solve unexpected problems or challenges

Q1: AS A TEAM, how effectively have we...

Of those, 4 scored highest:

- ...formed a cohesive group
- ...developed a mission
- ...set and followed priorities
- ...made decisions
- ...come up with creative solutions & ideas
- ...kept track of details
- ...worked to solve unexpected problems or challenges

Q1: AS A TEAM, how effectively have we...

2 items scored lowest:

(2 ratings of Somewhat ineffectively)

- ...taken into account our context and our students
- ...communicated clearly

Q2: AS AN INDIVIDUAL, how have you felt (for whatever reason) about...

9 items:

Very negatively  $\rightarrow 0$  (absolute)

Somewhat negatively  $\rightarrow .67$  (avg.)

Somewhat positively  $\rightarrow 2.33$  (avg.)

Very positively  $\rightarrow 2$  (avg.)

Q2: AS AN INDIVIDUAL, how have you felt (for whatever reason) about...

3 items had zero negative ratings:

- ...our process of collaborative decision-making
- ...our asynchronous online collaboration
- ...the open-endedness of our overall project

Q2: AS AN INDIVIDUAL, how have you felt (for whatever reason) about...

Of those, one scored highest:

- ...our process of collaborative decision-making
- ...our asynchronous online collaboration
- ...the open-endedness of our overall project

Q2: AS AN INDIVIDUAL, how have you felt (for whatever reason) about...

6 items scored 1 somewhat negatively:

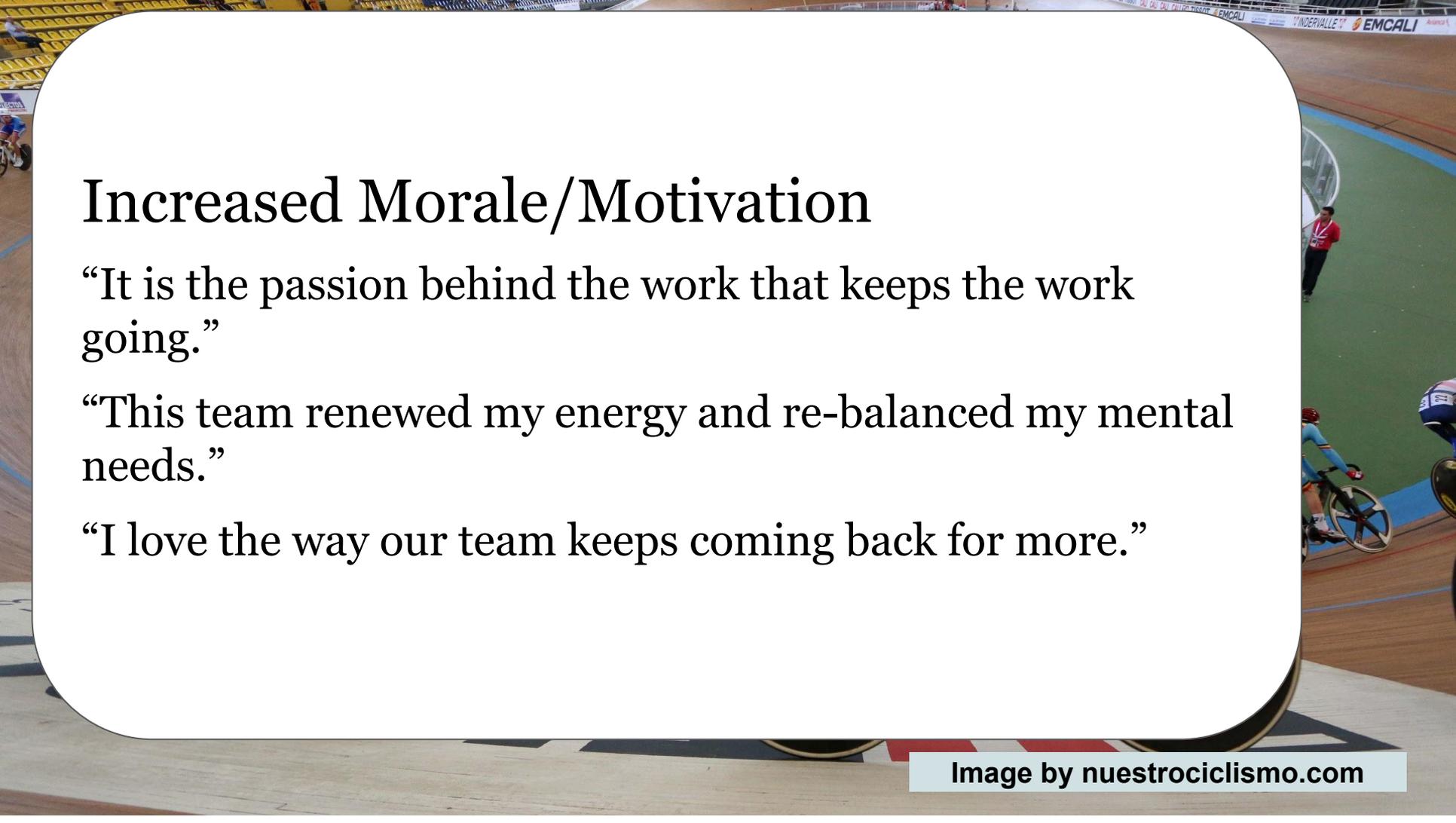
- ...our overall approach to the media literacy issues on campus
- ...our process of delegating responsibilities
- ...our face-to-face meetings
- ...how communication channels are working
- ...working on multiple initiatives at once
- ...the balance of practical/logistical and creative/imaginative in the work

0 items scored > 1

# Benefits & Challenges



Image by nuestrociclismo.com

The background of the slide is a photograph of a cycling track. In the foreground, a wooden track curves to the right. A cyclist in a blue and white jersey is visible on the right side of the track. In the background, there are yellow stadium seats and a banner with the text "EMCALI".

# Increased Morale/Motivation

“It is the passion behind the work that keeps the work going.”

“This team renewed my energy and re-balanced my mental needs.”

“I love the way our team keeps coming back for more.”

# Shared Mission

“The most satisfying part of the process has been sharing our concerns and common dismay about the current administration, which advocates confusion and media illiteracy.”

“I feel pretty overwhelmed in general by my schedule, but still feel dedicated to the project.”

“I am philosophically committed to this initiative.”

# Satisfaction in How We Work

“This is truly a team, lots of ownership and input all around.”

“I like that we’re taking on a lot of different initiatives,...many of them simultaneously--and that we are managing to complete/accomplish so much.”

“I...like how we’re not only reflecting on the tasks at hand, but also reflecting on our process and sort of repairing/noticing teamwork, as we go.”

“I think [this] is a great way for us to develop as educators.”

“Communication and follow-through on commitments....[keep] frustration in check a little bit.”

# Time Management Challenges

“Besides our responsibilities as library faculty, we wanted to do so much more at the same time. It was hard to keep everything going.”

Frustrated by “the feeling of juggling many ‘balls’ to keep them all in the air.”

“When I commit to something in the future, in the back of my mind I know that there is a good chance I won’t feel able to do it or do it carefully when the time comes.”

# Other Challenges

- Group decision making is really hard.
- Finding the right balance of time spent communicating face-to-face and asynchronously.
- Lack of time for open-ended discussion; meetings “go off course,” are frustrating, and/or exhausting.
- Keeping in mind our context and our students.
- Outreach: 1) need more faculty buy-in; 2) competition for students’ time/attention.



Best Practices

Communicate WHY



Image by Bilal Randeree



- 
- Supportive
  - Flexible
  - Forgiving

Image by Koyaanisqatsi12

# Logistical Communication

A network diagram on a light-colored surface, possibly a table. The diagram consists of several interconnected nodes and paths. The nodes are represented by circles and hexagons. Some nodes contain icons: a yellow circle with a computer monitor and keyboard, a black hexagon with a computer monitor and keyboard, a yellow circle with a server rack, a red circle with a server rack, and a blue circle with a lifebuoy. Some nodes are labeled with text: "FINANCE" in a blue circle, "INFRA-STRUCTURE" in a blue circle, and "JUM" in a red circle. The paths are represented by blue lines connecting the nodes. The background is slightly blurred, showing other colorful circular objects.

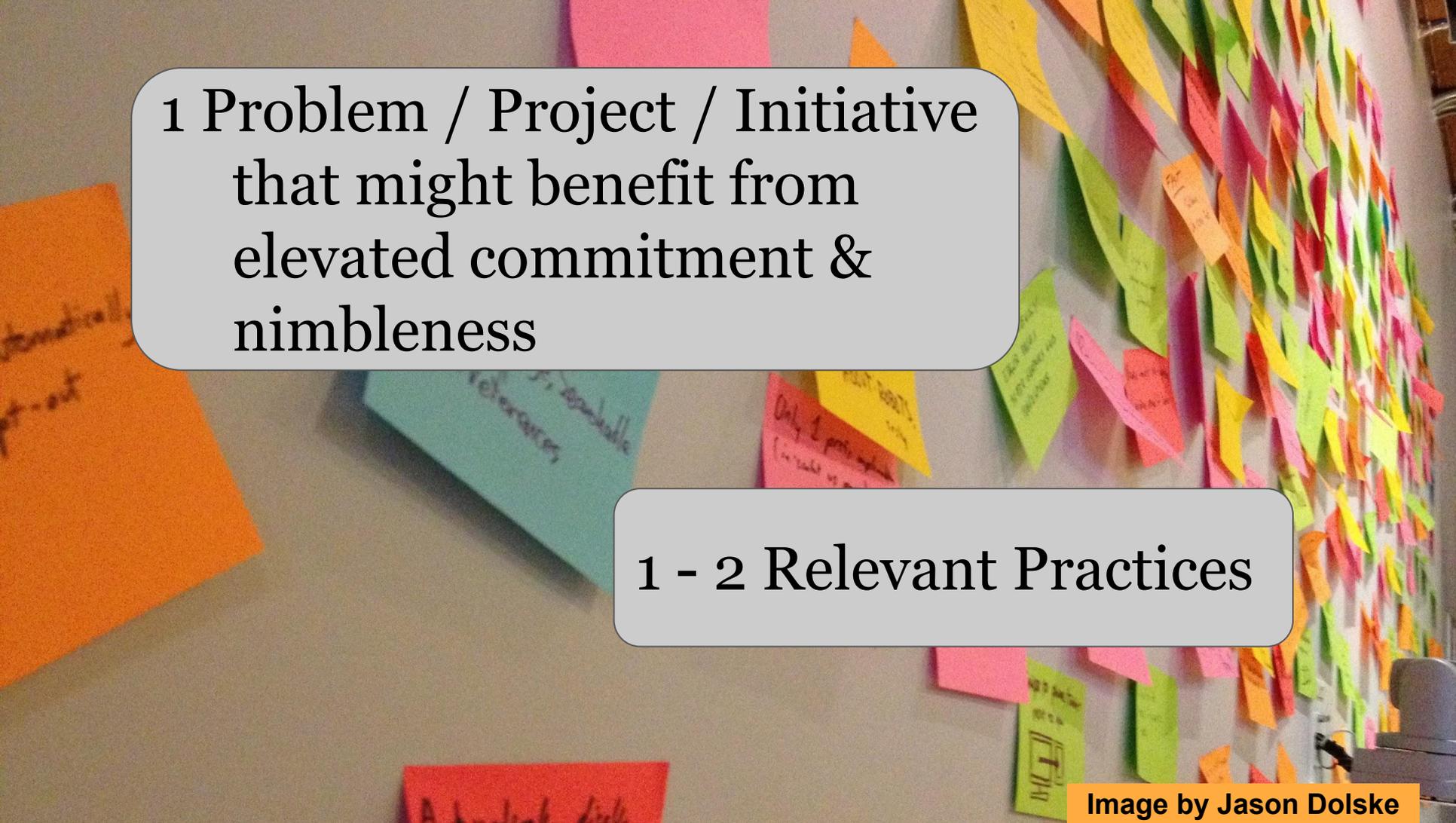
Image by Matt Morrison



Be Practical

Women and girls  
doing rough work in a  
British naval yard

1 Problem / Project / Initiative  
that might benefit from  
elevated commitment &  
nimbleness



1 Problem / Project / Initiative  
that might benefit from  
elevated commitment &  
nimbleness

1 - 2 Relevant Practices



Share  
Give Feedback  
Make Suggestions

Want to collaborate on media lit initiatives?

**POLLING  
STATION**

Image by Secret London 123

Want to collaborate on media lit initiatives?

**Thank You!**

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lmiles@hostos.cuny.edu

References:  
<http://tiny.cc/teamreferences>