Leading & Managing within a Digital Environment

Presented by Ina Smith

Best Practices in Leading and Managing Exceptional Libraries & Information Centres, 4 December 2008, Sandton, South Africa
Agenda

Background
• Strategic plan of the University of Pretoria
• Role of the Library
• Client Needs & Web 2.0 Phenomenon
• Library E-Strategy & sub-strategies
• E-Service Unit
• E-Products

Managing within a digital environment
• Digital Libraries
• Institutional Repositories & Managing Institutional Repositories
• Conclusion
University of Pretoria - Mission

“The mission of the University of Pretoria is to be an internationally recognised South African teaching and research university and a member of the international community of scholarly institutions that promotes scholarship through the creation, advancement, application, transmission and preservation of knowledge …”

Source: Strategic Plan of the University of Pretoria 2007-2011
University of Pretoria - Objective

• Providing academics with the highest levels of support for their teaching and research activities
• Ensuring that the University’s library and information services can give academics access to the information they need
• Providing facilities that create a conducive and stimulating environment for scholarship

Source: Strategic Plan of the University of Pretoria 2007-2011
Role of the Library Services

“New technologies (e.g. Institutional Repositories) have made it possible to access academic information here and abroad more efficiently than in the past. We believe it to be essential that the opportunities afforded us by these developments should be fully exploited. We intend ensuring that this is the case.”

Source: Strategic Plan of the University of Pretoria 2007-2011
Mandate given to the Library

“The **Library Services** is responsible for the management of academic information and knowledge, and for leading the University in information and knowledge innovation.”

Source: Pienaar 2008
Client Needs (Net Generation)

“The most common disconnect between many of today’s academic libraries and Net Gen students is students’ dependence on Google or similar search engines for discovery of information resources rather than consultation of library Web pages, catalogues, and databases as the main source of access.”

Source: http://www.educause.edu/apps/er/erm05/erm0523.asp
Client Needs (Net Generation) (Cont.)

• “We use wiki’s, blogs and podcasts as a way to share info between lecturers and students, and fellow students.”

• “We want to be **challenged** and want to have access to technologies that will contribute towards **creative solutions for research problems**.”

• Cell phones, always-on, multi-tasking, expectation of fast delivery, self-service info, believe it’s all on the web, gaming, virtual realities, high transparency (Facebook, MySpace), online photo sharing, less TV more online news and blogs
Web 2.0 Phenomenon

- Users build networks (professional, recreational, etc.)
- People are the content of sites (O'Reilly)
- Interactivity
- Emphasis on ease of use, online sharing & collaboration
- High transparency
Library E-Strategy

The aim of this strategy is the creation of an integrated seamless eService for the University of Pretoria

Objectives

• To take part in and make a contribution to international and national e-information phenomena, e.g. open access, digital preservation, e-Science, content management

Key sub strategies in order to meet these objectives

• The e-information environment sub-strategy consists of the following projects: integrated systems, integrated interface, academic tools, digital reference, ICT infrastructure, e-sources, e-dissertations, academic digital repositories, e-publication and digital preservation

Source: Pienaar 2008
E-Products so far ...

- Institutional Repository
- Wiki’s
- Blogs
- Google Talk
- Online Gaming
- Podcasts
- Facebook
- Wikipedia
- Google Earth
- New library web
- And many more!
e-Environment for Scholarship

- e-Research
- e-Learning
- Libraries
- e-Resources
- Open Scholarship
- Digitisation
- Web / Library 2

Source: Pienaar 2008
Roles & Responsibilities of Steering Committees

- Chairs are responsible for the establishment of their steering committees
- Steering committees are responsible for their own strategic & implementation plans
- Steering committees to co-ordinate with one another
- Steering committees to discuss progress etc with the e-Service steering committee on a regular basis
- Steering committees are responsible for good communication and interfaces between line and project perspectives
- Each committee responsible for own marketing

Source: Pienaar 2008
Leading & Managing a Digital Institutional Repository

From the perspective of an Institutional Repository Manager
What is an Institutional Repository?

“An institutional repository is a **set of services** that an institution offers to the members of its community for the **management and dissemination of digital materials** created by the institution and its community members. It is most essentially an **organizational commitment** to the **stewardship** of these digital materials, including **long-term preservation** where appropriate, as well as **organization** and **access** or **distribution**.”

Clifford A. Lynch,
What is a Digital Library?

- Managed collection of digital objects
- Digital objects are created/collected according to the principles of collection development
- Digital objects are made available in a cohesive manner, supported by [digital] services necessary to allow users to retrieve, exploit the resources just as they would any other library materials
- Digital objects are treated as long term, stable resources and appropriate processes are applied to them to ensure their quality & survivability

(Deegan & Tanner 2002, p. 22)

- Digital Library of Congress
6 226 full text items by UP researchers

www.up.ac.za/dspace/
Ways to use Institutional Repositories

- Scholarly communication
- Electronic publishing
- Managing collections of research documents
- Preserving digital materials for the long term
- Housing digitized collections
- Knowledge management
- Encouraging open access to scholarly research
- Adding to the university’s prestige by showcasing its academic research
Types of Material

- Research (scholarly) articles (published peer-reviewed & pre-prints)
- Open lectures
- Conference papers & proceedings
- Image collections
- Audio and audio-visual material
- Digitized special collections which contain very unique material
- Technical reports
- Inaugural addresses
- Mini-dissertations (Theses & Dissertations – currently on UPeTD)
- Data sets
- Newspaper clippings
- Web pages, e-mails
- E-Journals & E-Books
- And many more ...
Gastric Bypass Surgery

Laparoscopic Gastric Bypass Procedure

Irrigation Water Value at Small-scale Schemes:
Evidence from the North West Province, South Africa

S. Spatana
t. Poskel	S. Pretor	I. Dlamini	M. Elhous

Department of Agricultural Economics, Groot University.
CJAC, UNISA (Centre for Development Economics and Policy in Africa (CJAC), University of Pretoria, South Africa
CJAC, UNISA (Centre for Development Economics and Policy in Africa (CJAC), University of Pretoria, South Africa

Abstract

Small-scale irrigation schemes are crucial for food security in the region, as they provide employment and income for agricultural workers. However, irrigation water values, especially in small-scale schemes, are not well understood. Little information on irrigation water values is available in small-scale schemes, which can hinder their effective management. This study aimed to determine the value of irrigation water at small-scale schemes in the North West Province of South Africa, using the methods proposed by Welz (2011) and Welz (2011). The results showed that irrigation water values were significantly higher than the market value, which indicates a positive economic impact of irrigation water.

Introduction

Irrigation water is a crucial resource that supports agricultural production and plays a significant role in the economy. Understanding the value of irrigation water is essential for determining the economic benefits and costs associated with irrigation schemes. This study investigated the irrigation water value at small-scale schemes in the North West Province of South Africa, using the methods proposed by Welz (2011) and Welz (2011). The results indicated that irrigation water values were significantly higher than the market value, which indicates a positive economic impact of irrigation water.
Publishing a journal

Verbum et Ecclesia

Community home page

Verbum et Ecclesia is the academic journal of the Dutch Reformed Church at the Faculty of Theology, University of Pretoria. It is accredited by the South African National Department of Education, has an international board of editors, and all articles are peer reviewed. Previously published as Skrif en Kerk.

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Spirit of the Cape of Storms
Espírito do Cabo das Tormentas
Gees van die Stormkaap

O.J.O. FERREIRA

translated into the English by
Roger C. Fisher

traduzido para Português por
Edna Peres, Giulia Picard-Boswel & Christina E. F. von Reiche

with translations from met vertalings uit
Os Lusiadas – Luís Vaz de Camões
D.P.M. Botes, Roger C. Fisher & Schalk W. le Roux
Adamastor

Adamastor is a Greek-type mythological character invented by the Portuguese poet Luís de Camões in his epic poem Os Lusíadas (first printed in 1572), as a symbol of the forces of nature Portuguese navigators had to overcome during their discoveries. Camões gave his creation a history as one of the Gigantes of Greek mythology who had been spurned by Tethys, now appearing in the form of a threatening storm-cloud to Vasco da Gama and threatening to anyone hardy enough to pass the Cape and penetrate the Indian Ocean, which was Adamastor’s domain. Adamastor became the Spirit of the Cape, a hideous phantom of unearthly pallor:

“Even as I spoke, an immense shape
Materialised in the night air,
Gigantesque and enormous stature
With heavy jovial, and an unkempt beard
Scoowling from shuncheke, hollow eyes
Its complexion earthy and pale.
Its hair grizzled and matted with clay.
Its mound coal black, teeth yellow with decay. —Camões. The Lusíadas Canto V

Adamastor represented the dangers Portuguese sailors faced when trying to round the Cape of Storms, henceforth called, in consequence of the resultant success in despite thereof, Cape of Good Hope.

Adamastor has figured in much poetry of the Cape. In The First Life of Adamastor, a novel by Andre Brink, the writer retold the Adamastor story from a 20th-century perspective.

A popular gathering place in Lisbon is also known by the name ‘Adamastor’ because of the large stone statue of the mythic figure which presides over the space, which is officially called the Miradouro de Santa Catarina. This vista point offers visitors some of the most breathtaking views of the Tejo river, the 25th of April Bridge and the Cristo Rei monument.

Adamastor is also mentioned in the opera L’Africana (1865) about Vasco da Gama by the composer Giacomo Meyerbeer. The slave Nélusko sings a song about Adamastor while he deliberately steers the ship into a storm and it sinks.

It is mentioned by Voltaire in his Essai sur la légèreté de l’opinion. It also appears in the works of Victor Hugo: Les Misérables (II, Marius, chap III) and in a novel by Amadeo de Souza Cardoso, O Cavalo de Fogo.
Leading Minds

Adamastror represented the dangers Portuguese sailors faced when trying to round the Cape of Storms, henceforth called, in consequence of the resultant success in despite thereof, Cape of Good Hope.

Adamastror has figured in much poetry of the Cape. In *The First Life of Adamastror*, a novel by André Bleton, the writer fictionalized the Adamastror story from a 20th-century perspective.

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Adamastror is also mentioned in the opera *L’Atalante* (1856) by the composer Giacomo Meyerbeer. The slave Nélisko sings a song about Adamastror while he deliberately steers the ship into a storm and it sinks.

It is mentioned by Voltaire in his *Essays on the pastoral*. It also appears in the works of Victor Hugo: *Les Misérables* (III. Marius, chap III) and in a poem dedicated to Lamartine (*Les Filleuses d’automne*, chap X), Alexandre Dumas, père refers to the giant six times: *Le Comte de Monte Cristo* (chap XXIV), *Vingt ans après* (chap. LXXVII), *Georges* (chap I), *Baudelaire, Le drame de la mer* (chap I), *Chauveurs* (chap IX) and *Mémoires* (chap CCXLII).

**Etymology**

The name Adamastror may have been made as:
- An incautious attempt at Greek for “Untamed” or “Untameable” (which would be correctly Adamastror).
- An incautious attempt at Latin for “imitative rival of Adam” (which would correctly be Adamastror).

**External links**

- Cyril Coetsee, "Myth of Adamastror revisited."
- Fernanda, Ockert Jacobus Olivier (1945-). "Adamastror, Spirit of the Cape of Storms." *Adamastror, Rei dos do Cabo dos Terrentes*. "Adamastror, Reis van die Stormkaap."

Categories: Portuguese legendary creatures | Portuguese mythology

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Conference papers

I support Open Access - do you?

"I support open access because knowledge is a public good. Hence, free access to published papers, as well as working papers, not only ensures maximum readership, but also, high level of citations. Thus, with open access, both the author and the audience are in a win-win situation."

Phil Bergeg Copte, Department of Economics, Faculty of Economic and Management Sciences

Collections in this community

- Conference Papers & Presentations (Economics)
- Research Articles (Economics)
- Working Papers (Economics)
Consisting of six levels, this building houses the UP Library Service Head Office as well as the faculty libraries for Humanities, Ideology, Natural and Agricultural Sciences, Engineering, Built Environment and Information Technology (EBIT) and Economics and Management Sciences. It forms a focal point of the University's Hatfield Campus. The original library was initially housed in the Old Arts building before being relocated to the Old Merensky Library. Despite expansions to the Old Merensky Library in 1967, the building became too small and the firm Lou, Marais, Marquard and Kuhn was appointed in 1969 to design a new library. Construction started in November 1971 and in August 1975 the building was completed. In the construction process the southern wing of the Old Chemistry building was demolished. An interesting feature of the library is the spacious feel of the ground floor due to the three-level high ceiling in the central area. The paneled tapestry in the foyer was commissioned in commemoration of the Centenary celebrations of the University in 2000 and was designed and embroidered by rural community members of the Kaross™ embroidery initiative in the Limpopo province. Adjacent to the library there is a study centre that accommodates up to 1,230 students and is open seven days a week, 24 hours a day.

Source: Campus Buildings Guide 2008

- Campus map
- Merensky II Library on Google Earth: 28°45′15.77″S, 26°13′50.39″E
- Merensky II Library on Wikipedia
- 3D Models of Merensky II Library on Google 3D Warehouse
Merensky Library, University of Pretoria

From Wikipedia, the free encyclopedia

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1 Historical Background
2 Merensky II Library
3 Centenary Tapestry
4 External links

Historical Background

In 1933 it was decided by the University to construct a separate building for the library which was then still located in the Old Arts building. With a contribution of R10 000 from mining geologist Dr. Hans Merensky, construction started in 1937. General Jan Smuts laid the cornerstone on 11 October 1937 and on 15 April 1938 the building was officially opened.

"This country has given me so much that I am only too happy to be allowed to help it to develop and to be able to give back to it a fraction of what it has given to me..." - Hans Merensky, at the opening of the Merensky Library.

In designing the building, architect Gerard Moerdijk was influenced by various styles, including Art Deco, Neo-Classicism, Arts and Crafts, as well as local styles such as Cape Dutch and Regency. Moerdijk himself described the building as a study in Persian style, with influences from Africa including the Zimbabwe and ancient Egyptian ruins. He used local materials and incorporated symbols of African origin. The prominent zigzag pattern, for example, is taken from the Zimbabwe ruins and represents water and fertility, the crocodile as a water figure and the bird as a symbol of space, symbolizing the freedom and creativity of the author. The carving of the walls symbolizes an open book. The green bevelled glass windows were imported from Italy and helped to minimize heat from the sun and also protected paper against ultraviolet light. The design of the building is a source of controversy and speculation with some claiming that Moerdijk used it as a practice run for the design of the Voortrekker Monument, as there are many similarities between the two buildings. Today this national monument serves as the Edoardo Villa museum and also houses amongst others, a Mimi Coetzee, Martha Napier and the largest South African sheet music..."
Events

Inaugural addresses

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Q-Photo FujiFilm Student Photographic Collection

UPSpace at the University of Pretoria: Q-Photo FujiFilm Student Photographic Collection

Q-Photo FujiFilm Student Photographic Collection

Collection home page

This collection is the result of a project that originated / is the brain child of the University of...
Digitization
SA National Veterinary Repository
Onderstepoort Veterinary Institute Collection
About DSpace  http://www.dspace.org/

Top Reasons to Use DSpace

- Largest community of users & developers worldwide  more
- Free open source software  more
- Completely customizable to fit your needs  more
- Can manage & preserve all types of digital content – text, images, moving images, datasets  more
- Used by educational, government, private & commercial institutions  more
- Can be installed “out of the box”  more
Benefits of an Institutional Repository

• Research out quickly, worldwide
• Increases visibility, usage, impact of research
  “open access papers are read more widely, and, therefore, cited more frequently. The consequence of this is that they have greater impact” (Jones, Andrew and MacColl 2006)
• Open access to all – also those who cannot afford subscribing
• Central archive of research
• Persistent URL
• Preservation function
Benefits (cont.)

- Full text searchable
- E-workflow for quality control
- Distributed/de-centralised input
- Limit access on various levels
- High level of security
- Each dept. has its own repository with collections, within the bigger UPSpace repository
- Can handle ALL types of characters (Unicode encoding scheme)
- Mapping
- Statistics for each item
- Information Model (Communities & Collections)
UPSpace Information Model (3 levels or more)

Top-Level Community
Faculty e.g. Economic and Management Sciences

Sub-Community
Department e.g. Accounting

Collections
E.g. Conference Papers & Presentations (Accounting)
Mini-Dissertations (Accounting)
Research Articles (Accounting)
Open Lectures (Accounting) etc.
Functionalities

- Access metadata, full text
- Print, e-mail, save, read
- Search basic & advanced, full text
- Subscribe to a Collection
- Supervise an item
- Limit access on various levels
- Acknowledge rights & copyright
- License granted
Roles & Responsibilities

Pre-Repository

Copyright

Digitization

Submission

Reviewing

Metadata Editing

Available on IR

Repository

E-mail notification to Submitter & Subscribers

Other role players: Specialists, IR IS&T Manager
Faculty Web Pages
Automated Search Linking
Search will be updated automatically as new items that adhere to search criteria become available on IR

Links to Collections/ Searches in UPSpace
Research Web Page

Research

Being an internationally recognized South African teaching and research intensive university is central to the University of Pretoria's new strategic plan.

Since its humble beginnings in 1906, the University has gone a long way to achieving this goal and is currently considered to be one of the leading institutions of higher education in the country.

To further strengthen its position as a premier research institution and to ensure future success, the UP has developed a research agenda based on four principles:

- Research will make a positive contribution to local, national and international needs aligned with the National R&D strategy as well as international trends.
- Research will be based on the proven capacity that exists within the University and will be built on work of excellent researchers and research leaders.
- Research theories will not only be defined on short-term needs, but also be visionary in that they will identify areas of future potential that will require the University to build competencies in order to maintain a premier research institution, and
- The University research agenda should also take cognisance of unique competencies that exist within the University.

The Department of Research Support plays an integral role in the practical implementation of the University's research agenda. The department has as its core function the provision of a range of support services aimed at promoting research development through the support of the individuals who carry out research.

Services are offered by two divisions, namely Research Support and the Contracts and Intellectual...
Research Report

Link to full text on UPSpace
The right to health in the global economy: reading human rights obligations into the patent regime of the WTO-TRIPS Agreement

M. Musambe, Lydia

A comparative study of the implementation in Zimbabwe and South Africa of the international law

M. Musambe, Lydia

The right to health in the global economy: reading human rights obligations into the patent regime of the WTO-TRIPS Agreement

M. Musambe, Lydia
Aidslinks publications and projects

Contents

1. Events
2. Welcome to Aidslinks
3. How to use Aidslinks:
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   4.1 Centre for the Study of AIDS
   4.2 Economic & Management Sciences
   4.3 Education
   4.4 Engineering, Built Environment & Information Technology
   4.5 Health Sciences
   4.6 Humanities
   4.7 Law
   4.8 Theology
   4.9 Veterinary, Natural & Agricultural Sciences
   4.10 Other
5. Collaborative Projects
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   5.2 Florida International University and University of Pretoria Project
   5.3 Georgia State University and University of Pretoria Project
   5.4 Yale University and University of Pretoria Project
   5.5 NGOs and University of Pretoria Project

Events

University of Pretoria AIDS week, 18 – 22 August 2008

The Centre for the Study of AIDS (CSA) and other stakeholders at the University of Pretoria are hosting the annual institutional AIDS week from 18 to 22 August this year. The theme of this year’s event is ‘Branded Pressure’ and it will look at various forms of pressure students might face that could increase their vulnerability to HIV infection. Some of the themes to be
Theology

Surname: Muller
Initials: JC
Title: Prof.
Department: Practical Theology

HIV Publications


Surname: Richter
Initials: A
Title: Ms
Department: Practical Theology

Links to full text item in UPSpace
Up Space (Institutional research repository of the University of Pretoria) is the name of the open access digital institutional repository of the University of Pretoria, South Africa. A digital institutional repository in the context of a higher education institution can be defined as a set of services that a university offers to the members of its community for the management and dissemination of digital materials created by the institution and its community members. It is most essentially an organizational commitment to the stewardship of these digital materials, including long-term preservation where appropriate, as well as organization and access or distribution. UPSpace contains a collection of the intellectual research output produced by past and current researchers of the University of Pretoria. The spectrum of material covered in UPSpace includes the following:

- Historical archival material - after it has been digitized
- Research articles (scholarly publications)
- Popular research material
- Unpublished research
- Inaugural addresses
- Conference proceedings
- Technical reports
- Open lectures, and many more.

The main objectives of an institutional repository are: 1) to enhance the visibility of the knowledge products created by an institution's members by providing easy open access, and 2) to preserve the intellectual output of the members of that community for years to come. The open source platform, DSpace, which was developed by an MIT-Hewlett Packard alliance, is used for UPSpace.

Communities & Collections on UPSpace

- Centre for the Study of AIDS (CSA)
- Department of Library Services
- Economic & Management Sciences
- Education
- Education Innovation
- Engineering, Built Environment & Information Technology
- Health Sciences
- Humanities
- Law
- Mapungubwe Collections
- Natural & Agricultural Sciences
Managing a Digital Repository

- Manage repository structure
- Manage e-workflow & roles
- Training & Support
- Copyright
- Marketing (Advocacy)
- Develop policies & procedures
- Identify opportunities
- Frequently communicate!!!
... (cont.)

- Monitor activity
- Strategize
- Budget
- Evaluation
- **Manage conflict**
- Conduct research

For a complete role description:


http://www.dspace.up.ac.za/policies.htm
In a nutshell …Characteristics

• Enthusiastic
• Highly self-motivated
• Innovative & Creative & Strategic
• Independent thinker & worker
• Motivate others
• Organizational skills
• Work under pressure
• Excellent communicator
Managers vs Leaders

- Get the work done vs Innovative & Creative perspective
- Structured vs People Oriented, Visionary
- Planning, organising vs Innovative
- Stabiliser, problem-solver vs Agitator
- Leads by command vs Influence and inspire, encourage, communicate

Source: Calitz 2008
The ideal ...

Management + Leadership = Managerial Leader

“There is a fine line between leadership and management, a line that is often shifting according to circumstance. If you are going to maximize growth and profitability in your organisation... every manager must become an effective leader.” — Dr. Rick Iphnson, Business Net

Become a leader on local, national and international level
African Digital Scholarship & Curation Conference
12 – 14 May 2009
http://www.ais.up.ac.za/digitalscholarship.htm

Institutional Repository Workshop
1 – 3 April 2009
http://www.library.up.ac.za/irtoolbox/workshop.htm
Thank you!

This presentation is online available on our open access IR

Visit: https://www.up.ac.za/dspace/
Bibliography

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