LEADERSHIP VIA SHARED OWNERSHIP
AN APPROACH TO CO-MANAGING A DIGITAL SCHOLARSHIP CENTER
HELLO!

We’re the Freedman Center team

Jared         Amanda            Mark               Charlie           Stephanie           Ben                 Jen
1. Our Origin Story

The way things were
In the Beginning...

One stressed out librarian, a staff full of students, and no answers from above.

2014
Freedman Center for Digital Scholarship

2015

Single, locked room
8 students 65 hrs/wk

Larger, open space
19 students 80 hrs/wk
Since 2014, 10 people have left the team
Instability in team leadership role
Little collaboration & communication among team
Lack of clarity in team roles
Inequities in labor & responsibilities
Low morale among the team

OLD STYLE OF MANAGEMENT

2016-2017
2. THE TIMES, THEY ARE A CHANGIN'

New team leader
New team members
New mission & vision
MOD SYSTEM

Rotating “Manager on duty” shifts

Solution to multiple problems:
- Made division of labor more equitable
- Increased collaboration & communication

Shift to **SHARED OWNERSHIP** – **THINGS WERE GOOD FOR A WHILE!**
3. **CRISIS**

The safety net disappears

I’m out, byyyyye!
A PARTIAL TEAM

On leave

Hiring? Scheduling? Fellowships?
Lack of centralized administration
WTF? Let’s figure this out!

Open positions

We can help!

Student labor through skill-building

SUMMER
2018
NEW COLLABORATIONS

- Stand-up meetings
- Team collaborations and meetings
- Shared fellowship responsibilities
- Cultural change from inside
- Greater awareness of labor realities
4. **NEW BLOOD**

Adding a new geospatial and data specialist
Filling out the team.

How does a newcomer integrate?

What pros and cons exist for someone unfamiliar with the system?
FLEXIBLE MANAGEMENT MODEL

Role evolves during orientation
Ablative duties
Enables teammates to redirect
Learning from the Best

New manager, trained by the students

Fresh eyes on old problems

Institutional memory: Blessing or Curse?
5. Successes and Challenges
WHERE ARE WE NOW?

**Successes**
- Distributed tasks
- Expanded scholarship
- Increased collaboration
- Improved morale

**Challenges**
- Invisible labor
- Recognition of value
- FC as “side job”
- Need for lab manager
BEST PRACTICES - SHARED OWNERSHIP

- Clearly defined roles
- Labor equity
- Collaboration
THANKS!

Any questions?
You can find us at freedmancenter@case.edu