



Revolutionising Research Library Services with Collaboration, Social Engagement, and Living Labs—The LibrarIN Guide to Collaborative Innovation

Marieke Willems & Marta Anducas, The Lisbon Council
Luis Rubalcaba, UAH
Olivier Hersperger & Adrej Vrcon, LIBER
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Agenda

11h00- 11h15	Boosting and evaluating collaborative innovations in libraries: managerial guidelines and policy implications	Marieke Willems , The Lisbon Council Luis Rubalcaba , University of Alcalá
11h15-11h25	Research libraries and innovation management - Mentimeter	Moderated by Marta Anducas & Marieke Willems , The Lisbon Council
11h25-11h40	Living labs as a collaborative strategy for library service innovation	Arja Firet , University of Utrecht Olivier Hersperger , LIBER
11h40-12h35	Boosting and evaluating collaborative innovations in libraries: managerial guidelines and policy implications	Room breaks up in 4 groups, moderated by: 1. Marta Anducas, The Lisbon Council 2. Olivier Hersperger, LIBER 3. Andrej Vrcon, LIBER 4. Marieke Willems, The Lisbon Council
12h35-12h55	Reporting Back, 5 min per group	4 rapporteurs
12h55-13h00	Wrap-up	Marieke Willems , The Lisbon Council

Boosting and evaluating collaborative innovations in
libraries: managerial guidelines and policy implications

Prof. Luis Rubalcaba - University of Alcalá

Marieke Willems - The Lisbon Council

Marta Anducas - The Lisbon Council



What is LibrarIN?

- LibrarIN is a **Horizon Europe** project that provides new avenues for **participatory management** for European libraries;
- It examines how libraries can **develop new functions and services by engaging with the individuals**, organisations and communities they serve.
- The goal is to **develop managerial and policy recommendations**, based on empirical evidence, that can increase the public & private value of library services;

Two LibrarIN Policy Briefs

Where LibrarIN's **first** policy brief provides evidence from literature review that **effective collaboration** stands **as one of the most important elements in innovation strategies for libraries** in the 21st century. It also proposes **4 policy focus areas** for collaboration and co-creation.

This **second** LibrarIN policy brief seeks to address these challenges by **offering managerial recommendations and a practical framework to monitor and evaluate innovation** in libraries.



Problem Statement

(Brief 2 - Draft Nov 2024)

While libraries recognize the importance of collaboration and innovation, they **lack effective strategies to implement community engagement and co-creation practices**.

There is a need for **practical tools and frameworks to assess and improve collaborative innovation efforts**, particularly in terms of identifying key organizational elements and variables that drive innovation.

Additionally, there is a **gap in understanding the specific skills and competencies** required by library staff to foster participation and diversity in their services.



Policy brief 2. Draft v.2, November 2024

Boosting and evaluating collaborative innovations in libraries: managerial guidelines and policy implications.

Authors: Luis Rubalcaba (University of Alcalá), Ernesto Solano (University of Alcalá), Marieke Willem (The Lisbon Council), Elena Silvestrini (The Lisbon Council), Rafael Pérez (University of Alcalá)

Introduction

Effective collaboration is a fundamental element of innovation strategies for libraries in the 21st century, yet its implementation faces significant challenges. Although the relevance of collaboration for innovation is accepted by academics and practitioners within the world of libraries, citizen engagement approaches, understood as forms of citizen participation where public institutions invite citizens to openly discuss matters of concern and care, are still novel in the libraries sector (Barros et al 2023). Furthermore, mechanisms to foster active collaboration remain a topic of ongoing debate.

Key areas requiring attention include identifying essential skills for fostering community participation, leveraging digital and traditional media to strengthen trust, and designing spaces that promote co-creation. These areas are vital to expanding community participation, yet there is limited guidance on how libraries can develop the required competencies in equity, diversity, and participation among their staff. There is an urgent need for a co-creation framework tailored to the specific contexts and stakeholders of libraries¹, without such mechanisms, libraries struggle to establish effective structures for collaboration⁴.

Another significant gap lies in the evaluation and monitoring of innovation in libraries. While defining appropriate innovation measures is critical for understanding and enhancing innovation, there is a lack of frameworks specifically designed to assess collaborative innovation in libraries. This absence limits libraries' ability to understand the maturity of their collaborative and co-creative activities, hindering their capacity to innovate and adapt to evolving societal needs.

This second LibrarIN policy brief seeks to address these challenges by offering managerial recommendations and a practical framework to monitor and evaluate innovation in libraries. It identifies critical organisational elements driving library innovation and proposes variables and actionable strategies to enhance collaboration and citizen engagement. Additionally, it aligns these recommendations with broader policy implications, bridging the focus areas identified in policy brief 1 with the managerial needs outlined here. By doing so, it aims to equip libraries with the tools and insights necessary to innovate effectively and meet the demands of 21st-century societies.

1. Literature review
 - a. Innovation in libraries
 - b. Drivers & Determinants
 - c. Evaluation & Monitoring
2. LibrarIN managerial guidelines
3. Policy implications

How is innovation understood in libraries?

Definition: Libraries are evolving from traditional information repositories to dynamic hubs for collaboration, technology, and community engagement.

Types of Innovations:

- **Program Innovations:** New initiatives targeting specific user needs.
- **Process Innovations:** Enhancements in library operations for efficiency.
- **Partnership Innovations:** Collaborative efforts for resource sharing.
- **Technological Innovations:** Adoption of new tools and platforms.

Roles of Libraries in Innovation:

- **Providers:** Direct creators of new services.
- **Enablers:** Neutral spaces for fostering innovation.
- **Catalysts:** Collaborative hubs driving social impact.

Shift in Perception: Libraries are now seen as participatory spaces, embracing technology and societal contributions to meet evolving user demands. **This positions libraries as essential players in shaping future knowledge and community interactions.**

Drivers & Determinants of innovation

Experts such as Suchá et al. (2021) and Yeh and Walter (2016) categorise **drivers and determinants for effective collaboration across various levels or organisational frameworks**, each bringing a unique focus to the factors that promote innovation in library settings.

Level	Description
Structural level	Platforms for drawing inspiration (Platforms for sharing good practices between libraries, international cooperation, intersectional inspiration)
Local level	A novel combination of actions, routines, or procedures for serving patrons. Process innovations are implemented mainly for creating effectiveness (i.e. doing right things) and efficiency
Organisational level	A novel integration of resources such as people and information, which are contributed or shared by organisations or units within a single organisation
Personal level	A new initiative or procedure driven by or centred on the features and capabilities of a specific or a combination of technologies

Determinant	Propositions
Resources Yeh and Walter propose that effective innovation requires dedicated personnel and financial resources, often derived from “slack resources” (excess capacity made available through automation or underutilization).	• Resource Dedication: Allocating specific human and financial resources to innovation projects is essential for fostering service innovation • User Participation: Engaging library users in innovation processes encourages service innovation by aligning services with user needs • Partnership Building: Collaborations with other libraries and with vendors enhance resource access and service innovation capacity
Processes Innovation processes involve experimentation and autonomy, which allow innovation teams to navigate risks and adapt to changing needs quickly.	• Team Autonomy: Giving innovation teams the freedom to experiment and make decisions independently strengthens innovation outcomes by preventing resource competition and easing response times • Performance-Based Incentives: Linking performance evaluations and rewards to innovation success helps motivate and sustain innovation efforts
Values and Culture An organisation’s culture and values significantly shape its approach to innovation. Libraries with supportive, innovation-focused leadership and a culture aligned with adaptive change are more likely to innovate effectively.	• Pro-Innovation Leadership: Leaders who prioritise innovation can drive transformative changes that keep up with technological advances and shifting user preferences • Innovation-Supportive Culture: A culture that fosters creativity and risk-taking is positively associated with service innovation outcomes, helping libraries to address challenges proactively

Evaluating Innovation in Libraries

Literature review shows:

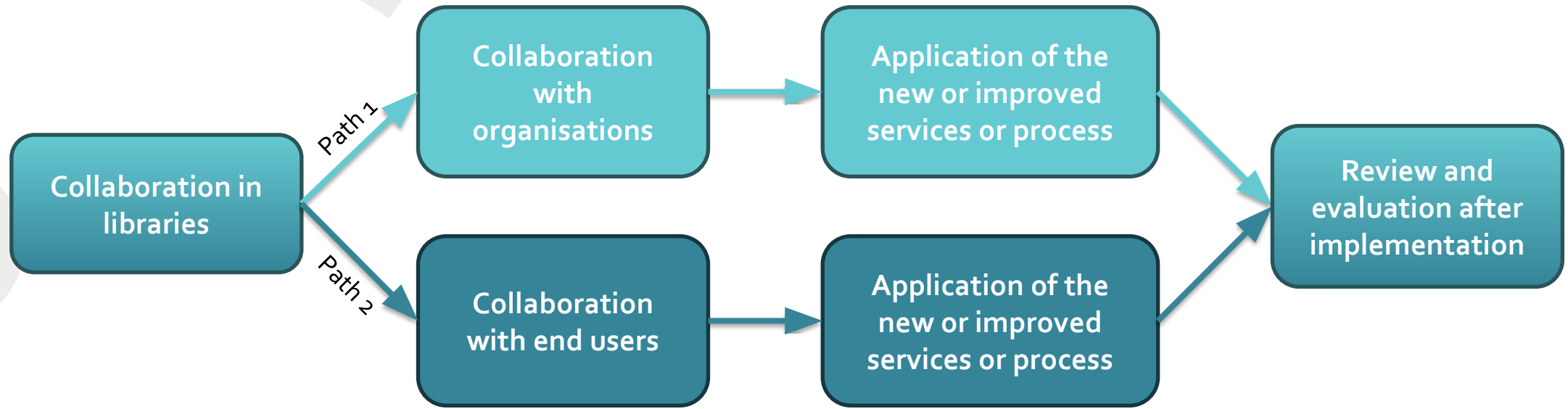
- The challenge of measuring innovation lies in the **absence of a unified framework**, necessitating the development of adaptable, multidimensional evaluation systems.
- **Effective innovation evaluation** should be **process-centered, collaborative, agile, and link metrics to both past performance and future outcomes**.
- **A holistic assessment** of innovation must **consider both technological and non-technological factors**, align with stakeholder goals, and emphasize continuous improvement.
- In the library context, innovation evaluation requires a **multidimensional, metric-driven approach** that is tied to specific activities and services, guiding capacity evaluation and strategic improvement.



Dimension of innovation in libraries	VARIABLES
1. Digital transformations: Implementation of digital library management systems, artificial intelligence, advanced search tools, and online services to improve accessibility to information.	Digital Library Management System
	Advanced search tools
	Online services to improve the accessibility of information
2. Co-creation spaces: Design versatile spaces that encourage interaction and collaboration, such as group study rooms, coworking areas, and comfortable reading areas, living labs, makerspaces	Group study rooms
	Collaboration and co-creation areas
	Comfortable reading areas
	Living labs and makerspaces
3. Personalised programs and services: Offers services tailored to the needs and context of the community, such as workshops, book clubs, cultural events, and personalised advice in the search for information.	Ongoing analysis of community needs
	The services it provides are differentiating from other public libraries
4. Collaborations and partnerships: Establishing partnerships with local organisations, educational institutions, and businesses to enrich the library's offerings and reach new audiences.	Strategic alliances
	Collaborative processes
	Agreements- Negotiation- Consensus
	Open Innovation
5. Digital literacy: Provides training programs to improve users' technological skills and digital literacy, allowing them to make the most of the library's digital resources.	Innovative training programs
	User training coverage
6. Management: Administration of resources and financial management	Funding
	Achievement of objectives
	Indicator management
	Human Talent Management
	Commercial and marketing strategy
	Business model that includes Circular Economy

LibrarIN proposed dimensions for the evaluation of innovation in libraries

A 4-phased approach for effective collaboration for innovation



Phase 1

Context analysis based on effective collaboration

1. Context analysis
2. Definition of users and needs
3. Definition of service or process to implement

Phase 2

Effective collaborative design

4. Project definition and service design
5. Collaborative methods for planning

Phase 3

Effective collaborative implementation

6. Pre-implementation: Prototyping and testing
7. Co-implementation and co-delivery

Phase 4

Effective collaborative evaluation

8. Development and implementation of the monitoring & evaluation system

3 Actionable Policy Recommendations



Empower Libraries as Hubs of Collaborative Innovation

- Promotion of **new or improved service models**, social innovation and managerial processes
- Promotion of **new technologies**, digitization and AI in libraries.



Invest in Skills to Drive Library Transformation

- **Capacity building** for the implementation of innovations
- **Training for librarians and communities** (digital literacy, soft and relational skills, social inclusion skills)



Position Libraries as Champions of European Values

- **Democracy**, social inclusion and social and territorial **cohesion**
- **Ethical and environmental issues**

LibrarIN Policy Matrix

Guidelines oriented at individual libraries (brief 2)



Policy dimensions for library ecosystems (brief 1)

	Library services management models, technology and M&E	Service knowledge, capacity building and skills and training	Shared European democratic, social inclusion and ethical values
New or improved services in specific services areas (education, reading, community services, etc.)	A	B	C
Thematic policies related to technology, living labs and social networks	D	E	F
Cross-cutting co-creation policy areas (collaborative frames & strategies, participatory tools, organizational support benchmarking)	G	H	I
Specific R&D and innovation policies for libraries	J	K	L

Examples:

1. A **digital literacy program** for librarians in generic terms (not oriented to a particular service): boxes **D** and **E**.
2. An **artificial intelligence services-related innovation program** under a matching grant scheme: boxes **D** and **J**, possibly others
3. **Funding a new living lab** oriented to social inclusion and community services: boxes **A & D**, and likely in **G & B**
4. An **EU contact point in the library**: would be placed under box **I** although **C**, **F** and **L** could also be engaged.



LibrarIN Lighthouse

Boosting Value Co-Creation and Social Innovation for a new Generation of European Libraries



Policy recommendations

Evidence-based and actionable recommendations and guidelines for library policymakers and practitioners.

LibrarIN framework

A conceptual and data-driven framework that will enhance the understanding of and knowledge about value co-creation for innovation in libraries.

What-works-database

A repository of good practices on collaboration and co-creation for library innovation.

Knowledge repository

A curated collection of research articles related to:

- Digital Transformation
- Living Labs
- Social entrepreneurship
- Co-creation in library service delivery
- Measuring & monitoring co-creation in EU libraries

Policy tracker

Visualisation of the level of adoption of library innovation policies across European member states.

The background is a teal-colored image showing several hands working together to assemble a paper rocket. The rocket is made of white paper with a black circular window and a black circular engine at the base. The hands are wearing white long-sleeved shirts and black wristwatches. There are also some stylized white clouds and a large white L-shaped graphic with circular ends on the left side of the image.

Ready?

**How are you collaborating with your community?
And what are the challenges you face in innovation?**

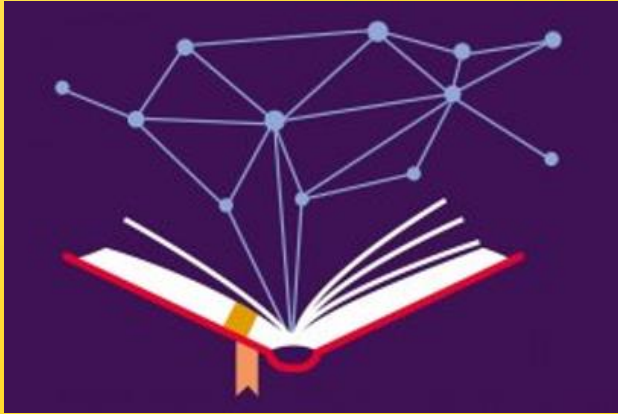


University of Utrecht Living Lab

Arja Firet, University of Utrecht



Utrecht University



Case study: Living Lab DH – Utrecht University

*Drs. Arja Firet
LIBER Maribor, November 26th, 2024*

Arja Firet ([Special Collections](#), [Utrecht University Library](#))

- Subject specialist for Humanities: Romance literature, Literary Studies & Gender Studies
- Digital Humanities librarian & coordinator of the [DH team](#) of the UUL
- Member of LIBER's [Digital Humanities & Digital Cultural Heritage Working Group](#)
- Chair of the [Digital Scholarship & Skills working group](#) of the Cooperating Dutch University Libraries and National Library



Arja Firet ([Special Collections](#), [Utrecht University Library](#))

As a DH Librarian, interested:

- in the changing role of modern research libraries
- in research and education support in a Digital Age

Contact with Olivier Hersperger (project officer LIBER) :

- [Interview](#) about the UU Living Lab Digital Humanities (2023)
- Case study about the UU [Digital Humanities Workspace](#) (2024)





Universiteit
Utrecht

UTRECHT UNIVERSITY

5-12-2024





7 faculties



Over 8,900 staff
members



Budget of 1.2 billion
euros



Over 40,000 students



59 Bachelor's
Programmes



Over 150 Master's
Programmes



Over 650 professors



Over 7,500 publications
per year



Approximately 500
dissertations per year



Over 212,000 alumni



12 Nobel Prize winners



Grants and distinctions



Universiteit
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UTRECHT UNIVERSITY LIBRARY

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St Jans Kerk

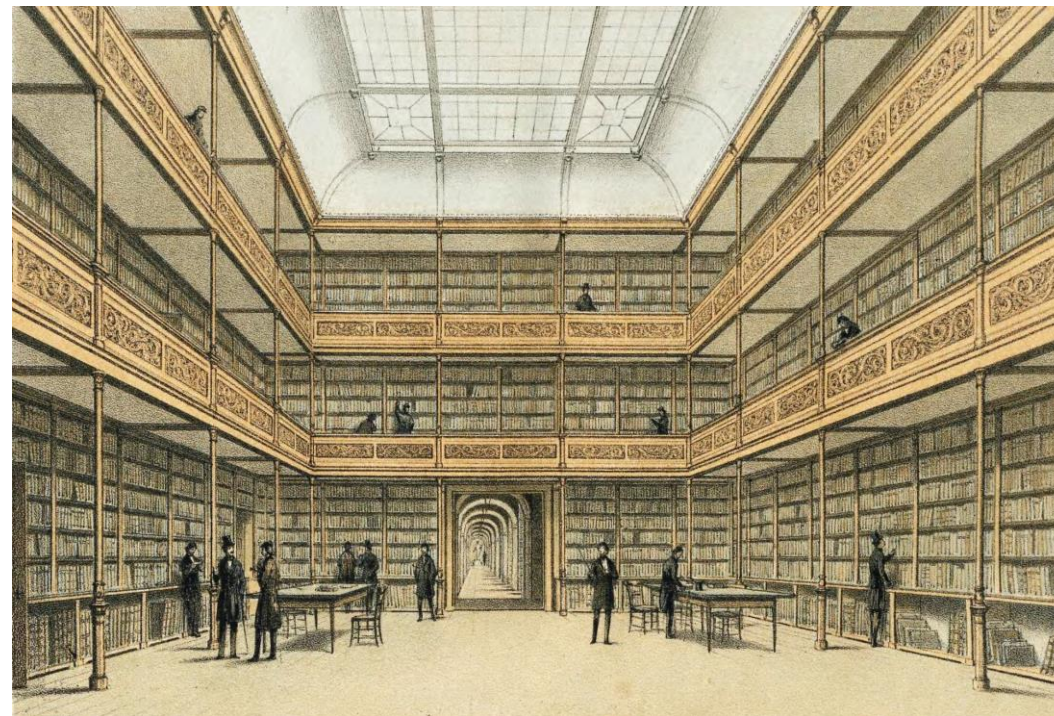
STELLINGWERF

Utrecht City Library

➤ Founded in 1584

Utrecht University:

➤ Founded in 1636



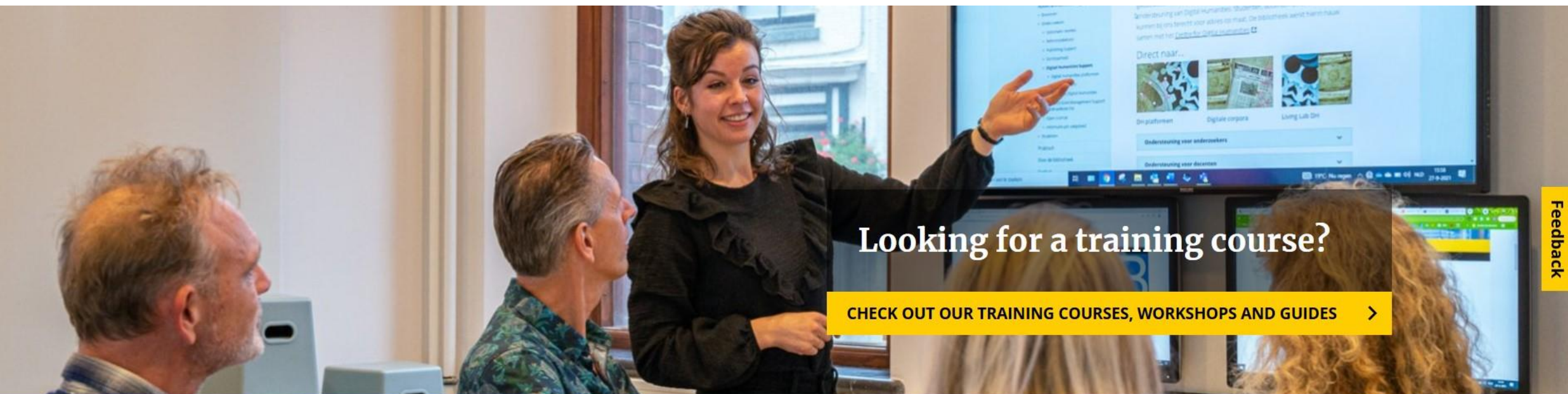


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[The Utrecht Psalter](#): a unique masterpiece (830)

(inscribed in UNESCO Memory of the World Register)



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Utrecht University Library

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- Two large locations & several depots:
 - 4 ½ million documents
 - 90 km material
 - 1500 study places,
 - yearly budget of ca. €9 ½ million euro
 - 349 days a year
 - 1,5 million visitors a year

- Nowadays also:
 - a modern 'data company', enabling millions of downloads from knowledge bases and data repositories



Digital Humanities



The **Humanities**:

- study of language, literature, history, culture, religion...

Done **digitally**:

- using digital sources and computational methods & techniques

Evolution:

1 – “Humanities computing” (years 1980 - 1990)

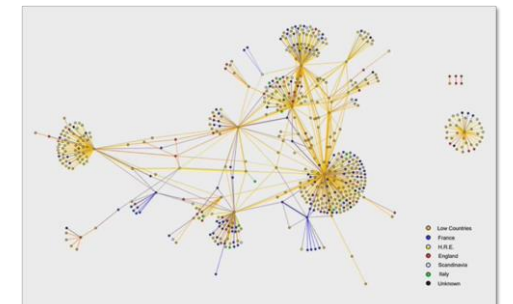
- using digital sources, mainly **text** oriented, digitization of **source** material (newspapers, etc.)
- use of **computers** to organize source material (index, counting, etc.)

2 – “Digital Humanities” (years 2000 - 2010)

- also other source material (e.g. speech, music, film, etc.)
- also “**born digital**” material (e.g. social media, TV)
- using digital **methods**, **tools** and **technics**

3 – “Computational turn” as subject of Hum. research (now - ...)

- focus is shifting to **social impact** of datafication, digitization and algorithmicising (e.g. Netflix, Facebook, AI, etc)





Needed more formal structures & collaboration:

- > 2019 = DH scholars + DH support by subject specialists UUL
- 2019 = UU hosted the international conference DH2019
- 2020 = Creation of the DH Team (UUL) + Centre for Digital Humanities (Humanities faculty)
- 2021 = Opening **Living Lab DH** (later **DH Workspace**)



Digital Humanities Workspace (UUL):

- For CDH = UUL is an obvious place where researchers, teachers, DH support staff can meet & collaborate
- For UUL = DHW strengthens the library as central meeting place & as place for sharing knowledge



Digital Humanities Workspace (UUL)

- Physical space = with a flexible setup & advanced technical equipment
 - = for workshops, lectures, seminars, hybrid events, Walk-in hours
 - = availability of DH support staff (blending expertise from CDH & UUL)
- Now has become:
 - a place for community building (encourage connection, collaboration & experimentation)
 - a (DH) knowledge hub that cultivates co-creation and co-innovation



Erica van Doorn
IT Functional manager



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Curator
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| DH Community | Text Corpora | Transkribus/I-
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Centre for Digital Humanities

🏠 Research Support ▾ Training & Education ▾ Portfolio ▾ **Library Support ▾** About ▾

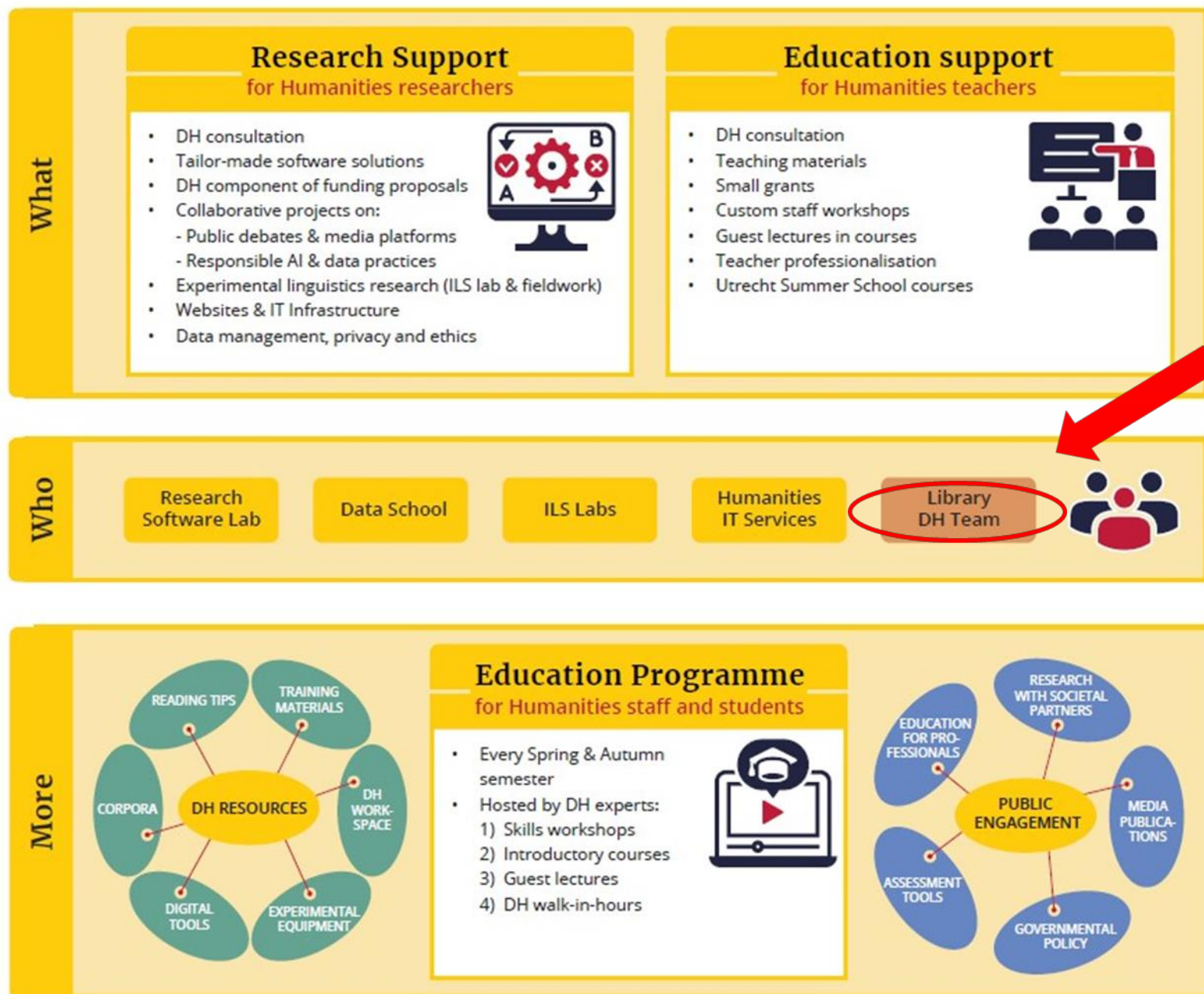


An organisational / administrative unity (2020)

- Four teams: Research Software Lab, Data School, DH-IT support, Language Science Labs

... but also: a DH network hub with academic & IT staff

- Close collaboration with: DH team UUL, Data manager Humanities



Until recently: professionalising teachers and researchers in DH

- CDH/UUL: how can we support our **students**?
- Ideally: learning objective / trajectory for Digital Literacy
- Inventory DH wishes by interviews with DH specialists
- Talks in the faculty
- Learning objective & trajectory 'Digital Literacy' in all BA programmes of Hum. students
 - set by September 2024!



Various comments of our teachers:

- Positive: Interesting, new opportunities?
- Critical: Complicated? Programming? Extra work? Guided by algorithm?

Digital Literacy has become essential:

- Opportunity:
 - DH tools or techniques offer the possibility to answer new questions
- Essential:
 - To be able to value (DH) research in one's own discipline
 - To be able to reflect critically on digital aspects of your own research
 - To help students get started in society (increasingly shaped by data & algorithms) with useful skills and knowledge



EDUCATION: 'DIGITAL LITERACY'

5-12-2024

From September 2024:

New learning objective "Digital Literacy"
for all BA departments Humanities

"The student has the ability to responsibly and critically collect, manage, evaluate and analyse digital resources and data, and is aware of relevant societal influences and implications of digitisation for their own field of study."

Achieving a 'learning objective' - requires a 'learning trajectory'!

- **Yellow** = basic learning goals, ideally addressed in the **first year** of the BA;
- **Green** = in-depth learning goals, ideally addressed **before completion** of the BA
- **Blue** = advanced learning goals, ideally covered during the BA, **facultative**

		-De student kent de UU repositories.		data/data-repository-finder
	2. analyseren (in jaar BA1 en BA2)			
ID	LEERDOEL	UITWERKING	VOORBEELDEN	OPMERKINGEN
2.1	Heeft kennis gemaakt met enkele relevante digitale methoden en gereedschappen ("tools") voor analyse van bronnen.	- De student weet dankzij voorbeelden of oefeningen van het bestaan van digitale analysemethoden voor voor het vakgebied relevante bronnen.		
2.2	Heeft basale vaardigheid in het gebruik van enkele relevante digitale methoden en gereedschappen ("tools") voor analyse van bronnen.	- De student heeft praktische ervaring opgedaan met een of meerdere digitale analysemethoden voor voor het vakgebied relevante bronnen.	Praat, Gephi, JASP, R packages, ELAN, Clariah Media Suite, Nvivo, Ngram viewer, AntConc, Voyant, i-Analyzer, GIS, Cinematics, DMI-tools, etc. (Trankribus?)	selectie per opleiding/vakgebied (ter voorkoming van vendor lock)
2.3	Heeft basale vaardigheid in het opschonen van bronnenmateriaal, inclusief kritische reflectie daarover.	- De student is op de hoogte van de noodzaak van het opschonen van data t.b.v. digitale analyse.	OpenRefine; zorgvuldig bestandsbeheer;	

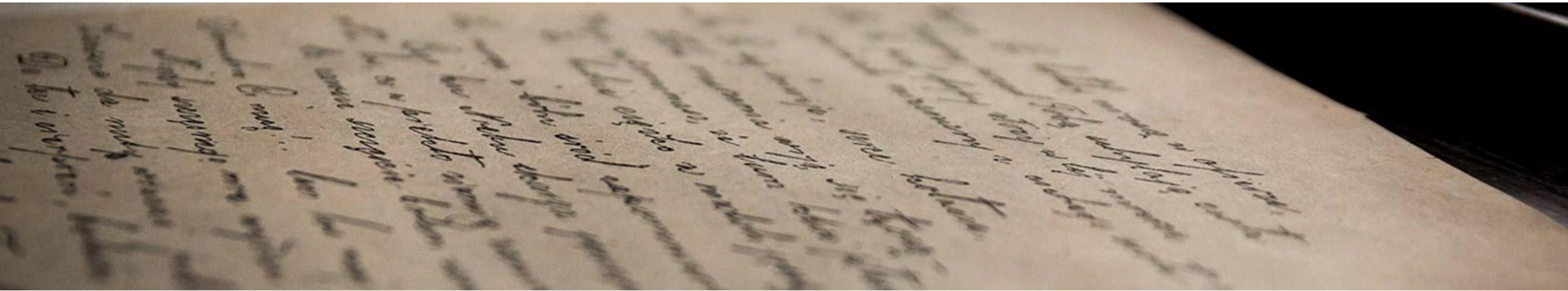


Centre for Digital Humanities

🏠 Research Support ▾ Training & Education ▾ Portfolio ▾ Library Support ▾ About ▾

Centre for Digital Humanities ([CDH](#))

- offers support by **scientific developers** of the Research & Software lab
- offers low-threshold **text & data mining** with the [I-Analyzer](#) tool
- provides support for the integration of digital methods in [education](#)
- offers “**small grants**” for teachers, courses, workshops
- organises **training** for Humanities staff (with DH team UUL)
- offers **consultation** on personal research/applications (with DH team UUL)



Digital Humanities Team of the [University library](#) offers:

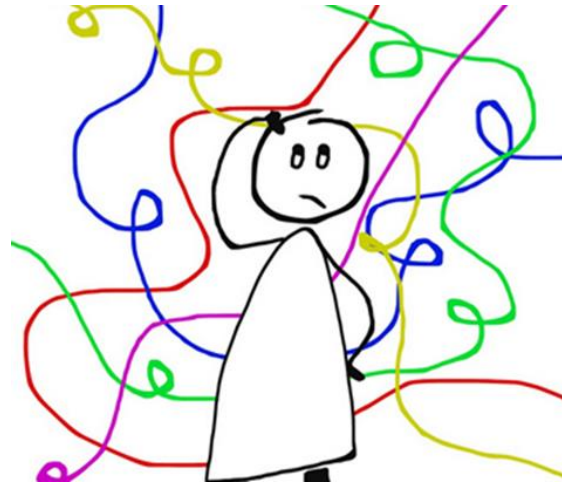
- help to **bridge the gap** between Humanities research – DH tools & techniques
- support with questions about **(meta)data**
- support for **digitisation** demands
- education of **(digital) information literacy skills**
- help with working with p.e. **digital text- and newspaper corpora, Transkribus** (OCR, HTR), **Georeferencing, IIIF**, tool **I-Analyzer**, etc.
- support with OA, Open Science, FAIR, Research Data Management, copyrights, etc.



Weekly DH Walk-in Hour:

*Every Thursday, 14-15.00 hrs, in the DH
Workspace*

Questions?





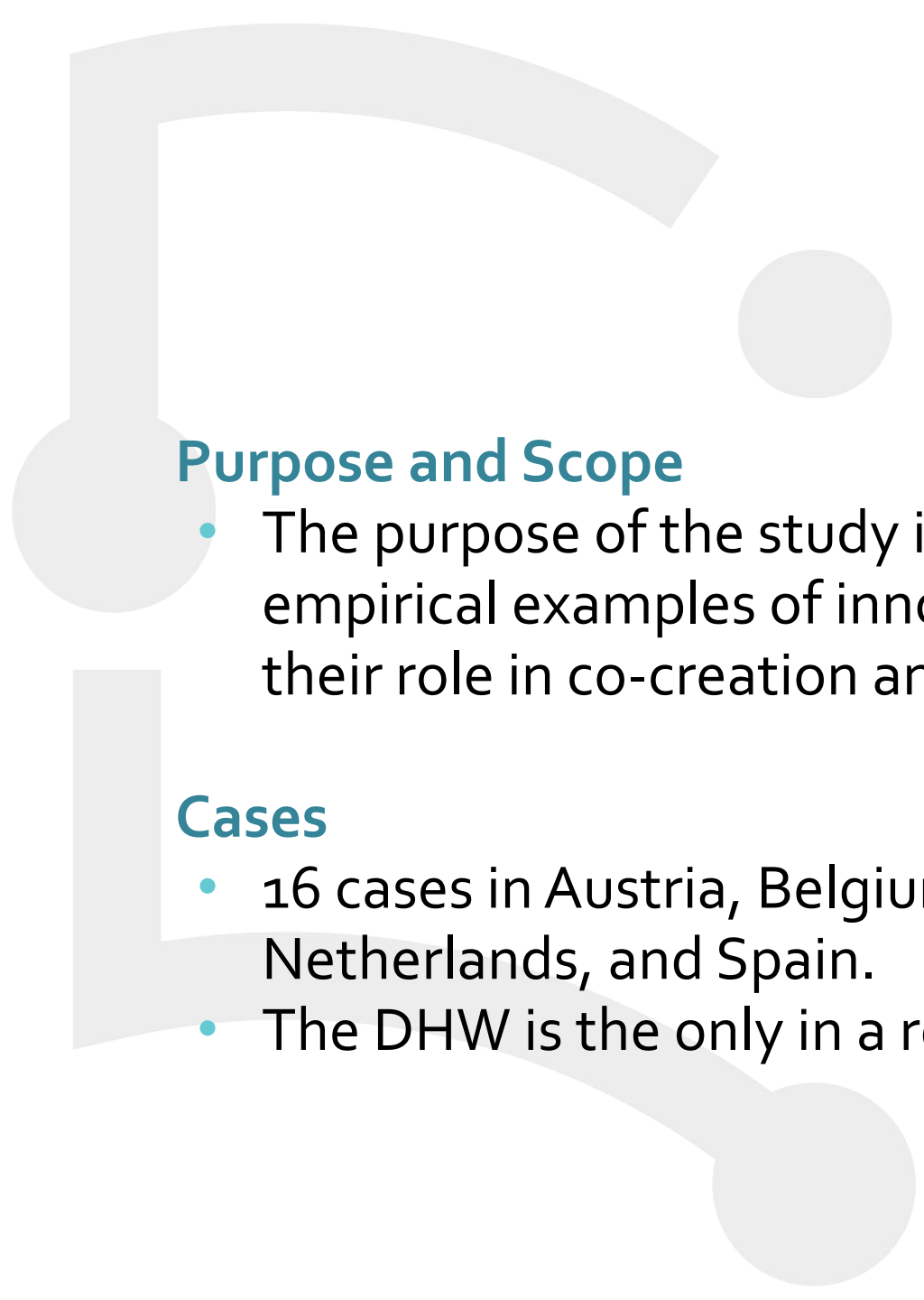
**Universiteit
Utrecht**

Sharing science,
shaping tomorrow

The background is a teal-colored image showing several hands holding a paper airplane, symbolizing collaboration and innovation. On the left side, there are large, light blue decorative elements: a thick L-shaped line and a curved line with circular ends. A solid red circle is positioned above the main title text.

Living labs as a collaborative strategy for library service innovation

Olivier Hersperger, LIBER



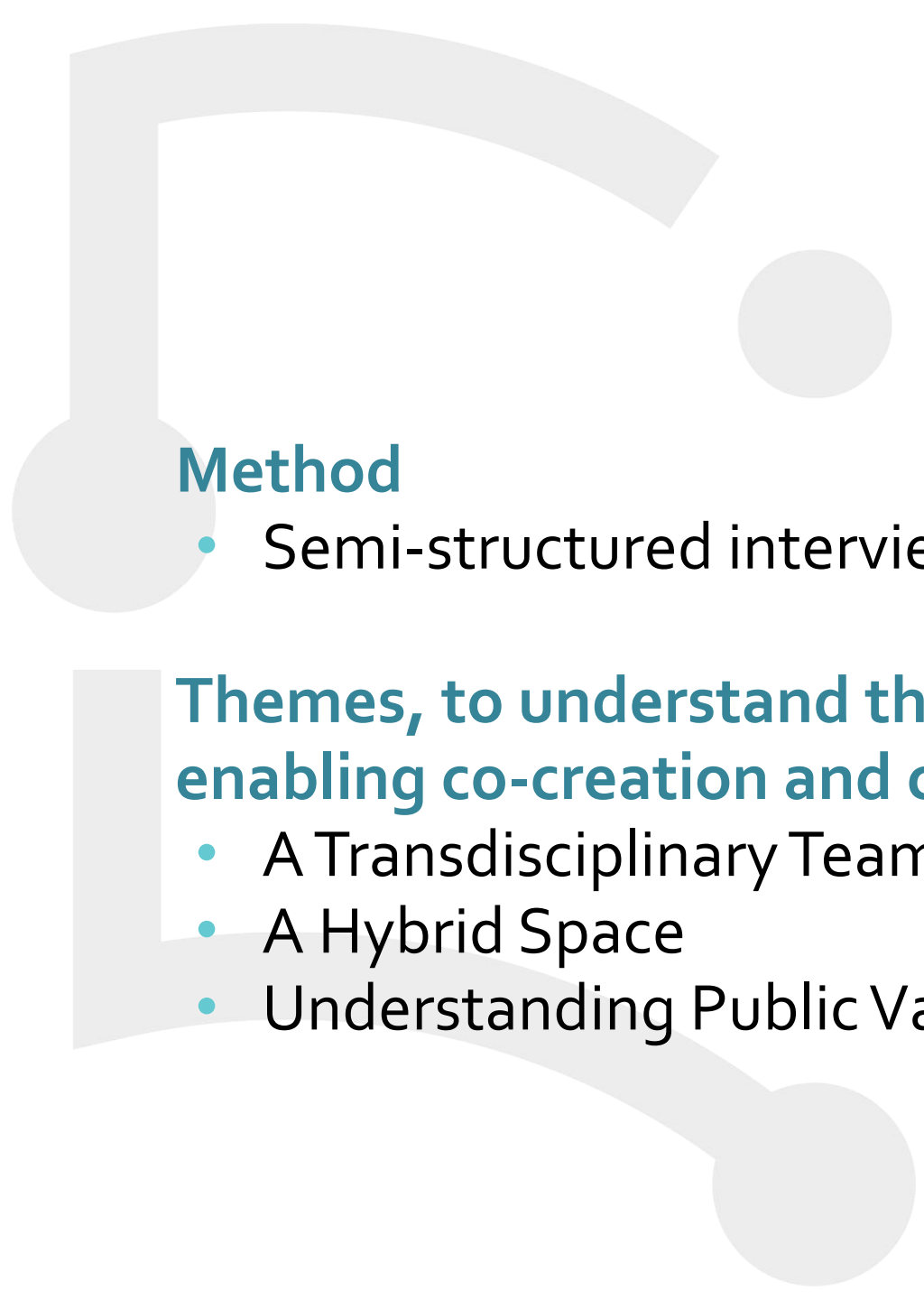
Context

Purpose and Scope

- The purpose of the study is to explore different concepts, theories and empirical examples of innovation and living lab activities in libraries and their role in co-creation and co-innovation of library services.

Cases

- 16 cases in Austria, Belgium, Denmark, Finland, France, Greece, the Netherlands, and Spain.
- The DHW is the only in a research library.



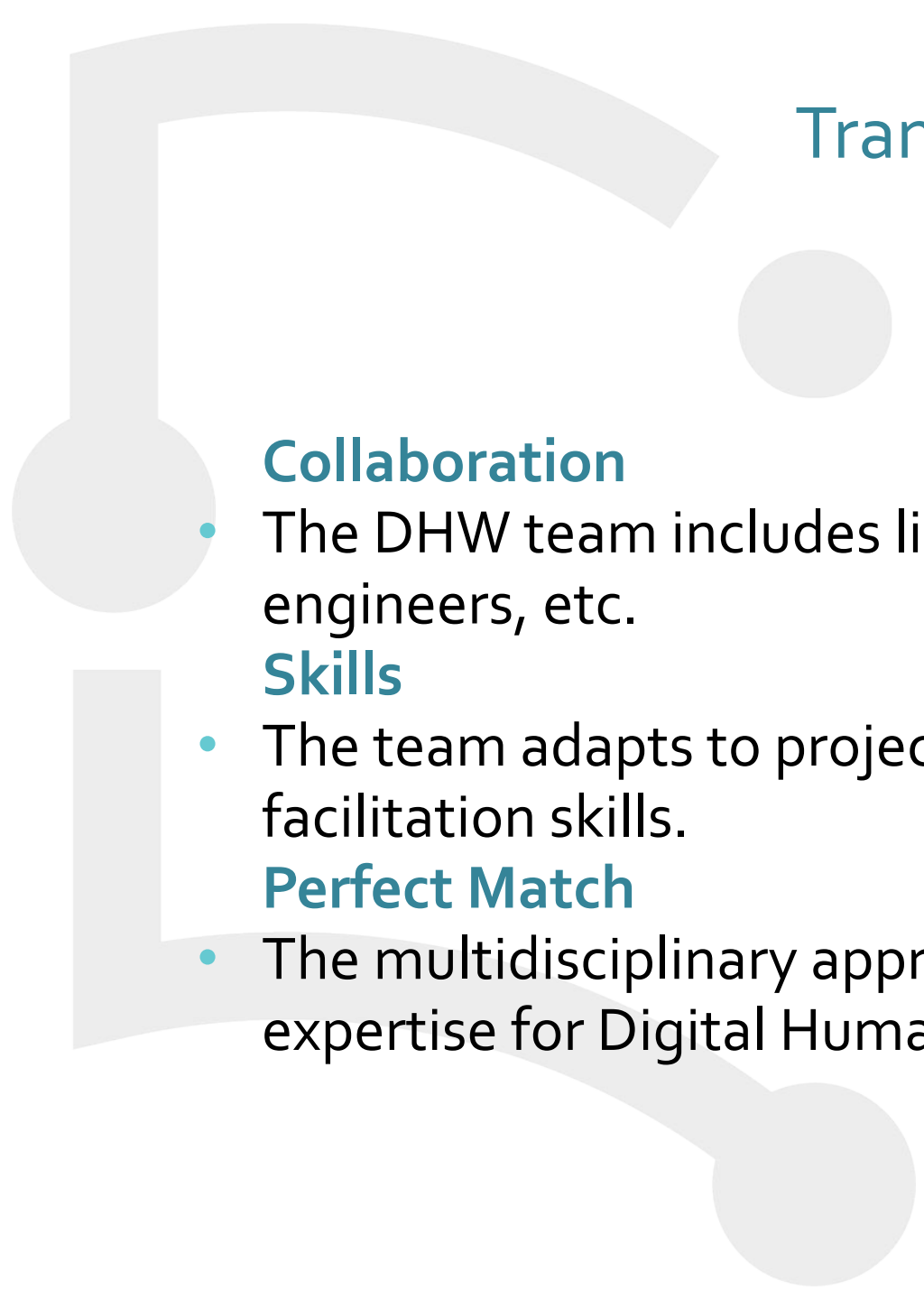
Cases

Method

- Semi-structured interviews and document studies

Themes, to understand the type of structures within libraries enabling co-creation and co-innovation

- A Transdisciplinary Team
- A Hybrid Space
- Understanding Public Value



Transdisciplinary Team

Collaboration

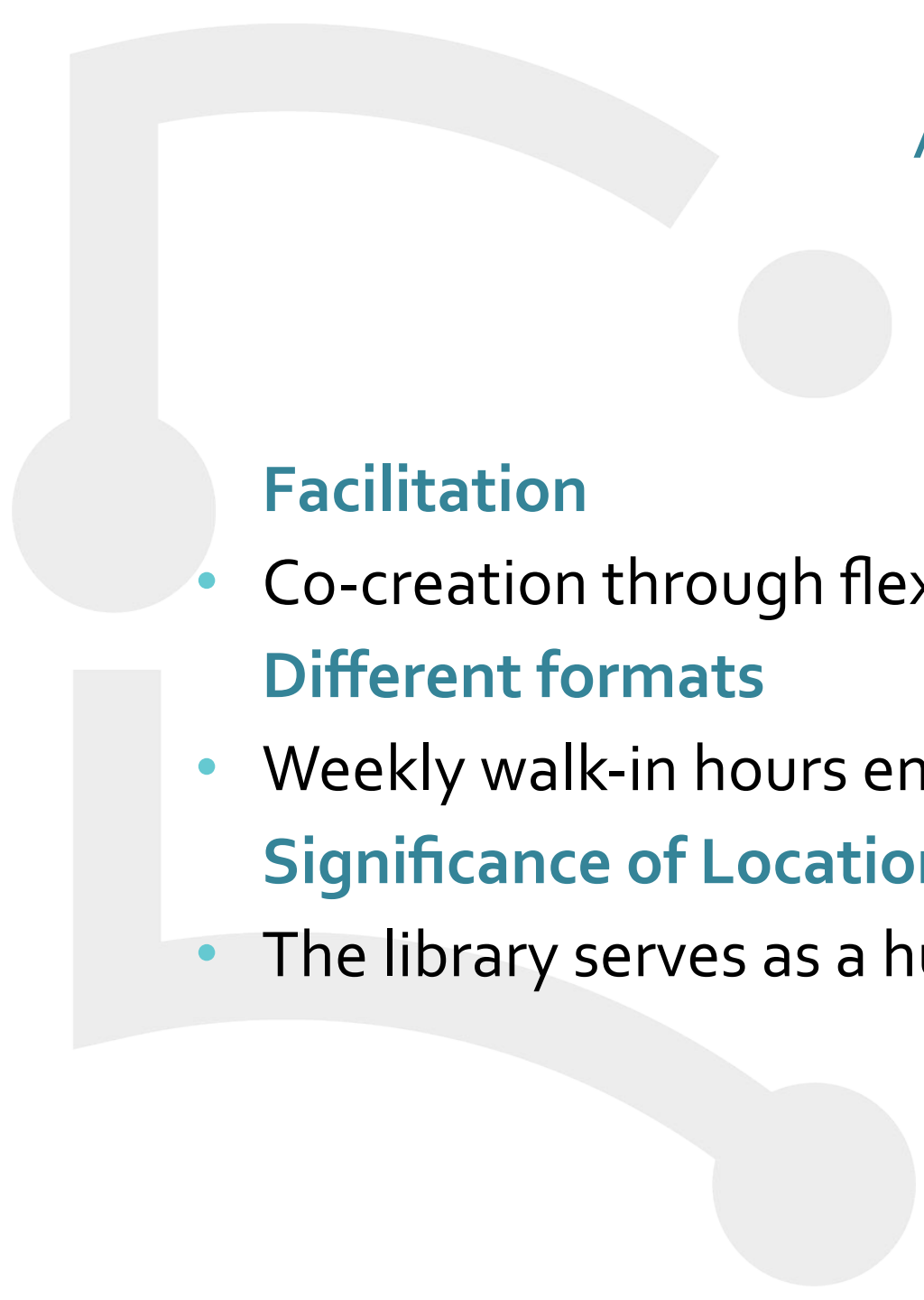
- The DHW team includes librarians, data scientists, research software engineers, etc.

Skills

- The team adapts to project needs, emphasising digital proficiency and facilitation skills.

Perfect Match

- The multidisciplinary approach highlights the necessity of diverse expertise for Digital Humanities projects.



A Hybrid Space

Facilitation

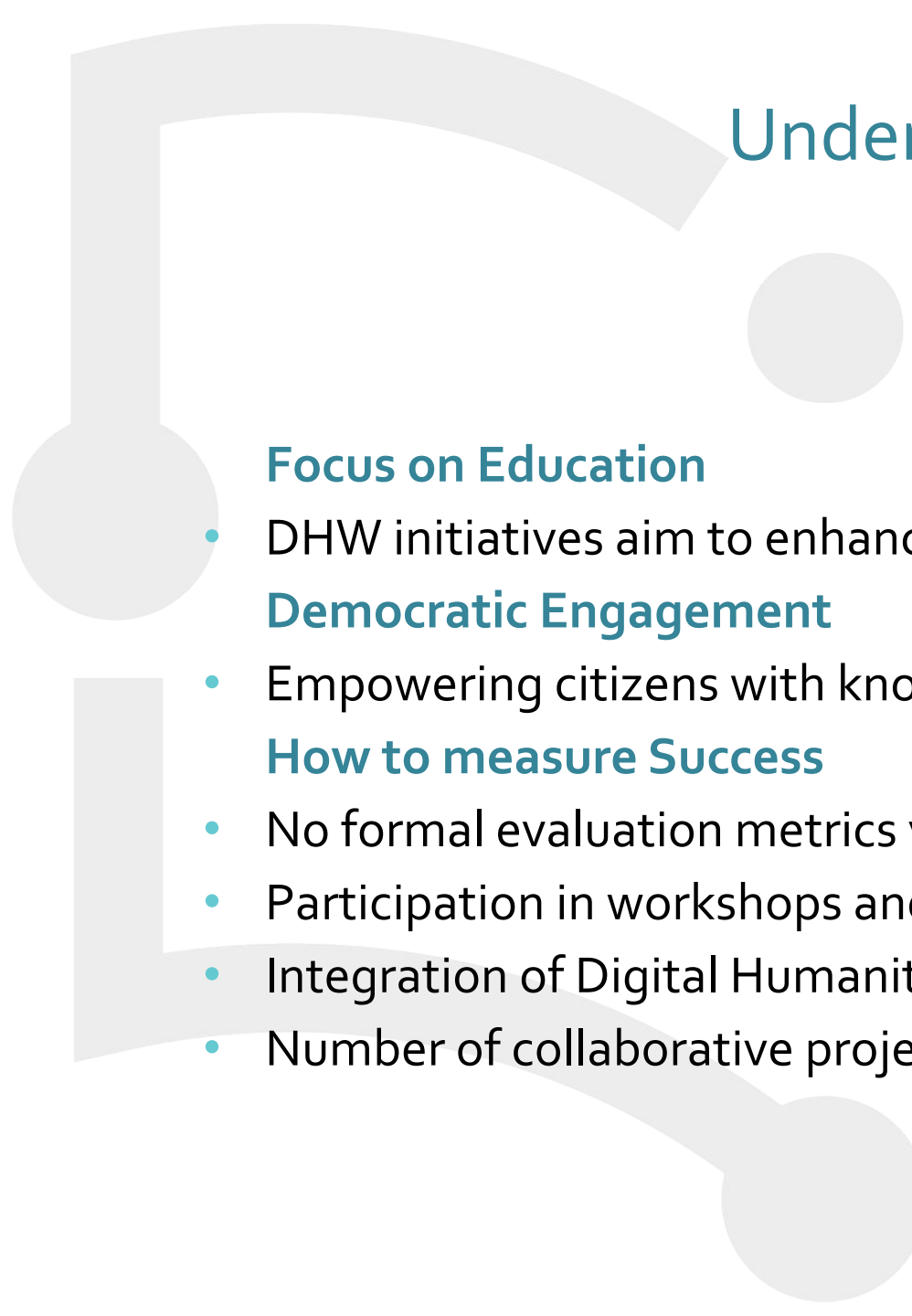
- Co-creation through flexible, technology-enhanced spaces.

Different formats

- Weekly walk-in hours enable both physical and virtual participation.

Significance of Location

- The library serves as a hub for knowledge sharing and innovation.



Understanding Public Value

Focus on Education

- DHW initiatives aim to enhance digital literacy among staff and students.

Democratic Engagement

- Empowering citizens with knowledge for informed decision-making in the digital age.

How to measure Success

- No formal evaluation metrics yet, but long-term cultural and social goals are clear.
- Participation in workshops and walk-in hours
- Integration of Digital Humanities into curricula
- Number of collaborative projects initiated

Conclusion

Key Points

- Expertise: **Digital skills and facilitation** are critical.
- Design Flexible Spaces are adapted to **emerging needs**.
- Focus on Public Value: The services offered by UU are aligned with **societal and educational goals**.
- **Co-creation** happens through **partnerships** across disciplines to drive **innovation**.

Questions

- How might your library adopt or adapt these findings?
- What role could you play in fostering similar initiatives?



Ready for collaboration?

4 groups



Marta Anducas

Research Associate & Project Manager
The Lisbon Council

1



Olivier Hersperger

Project Officer
LIBER

2



Andrej Vrcon

Head of International Projects
LIBER

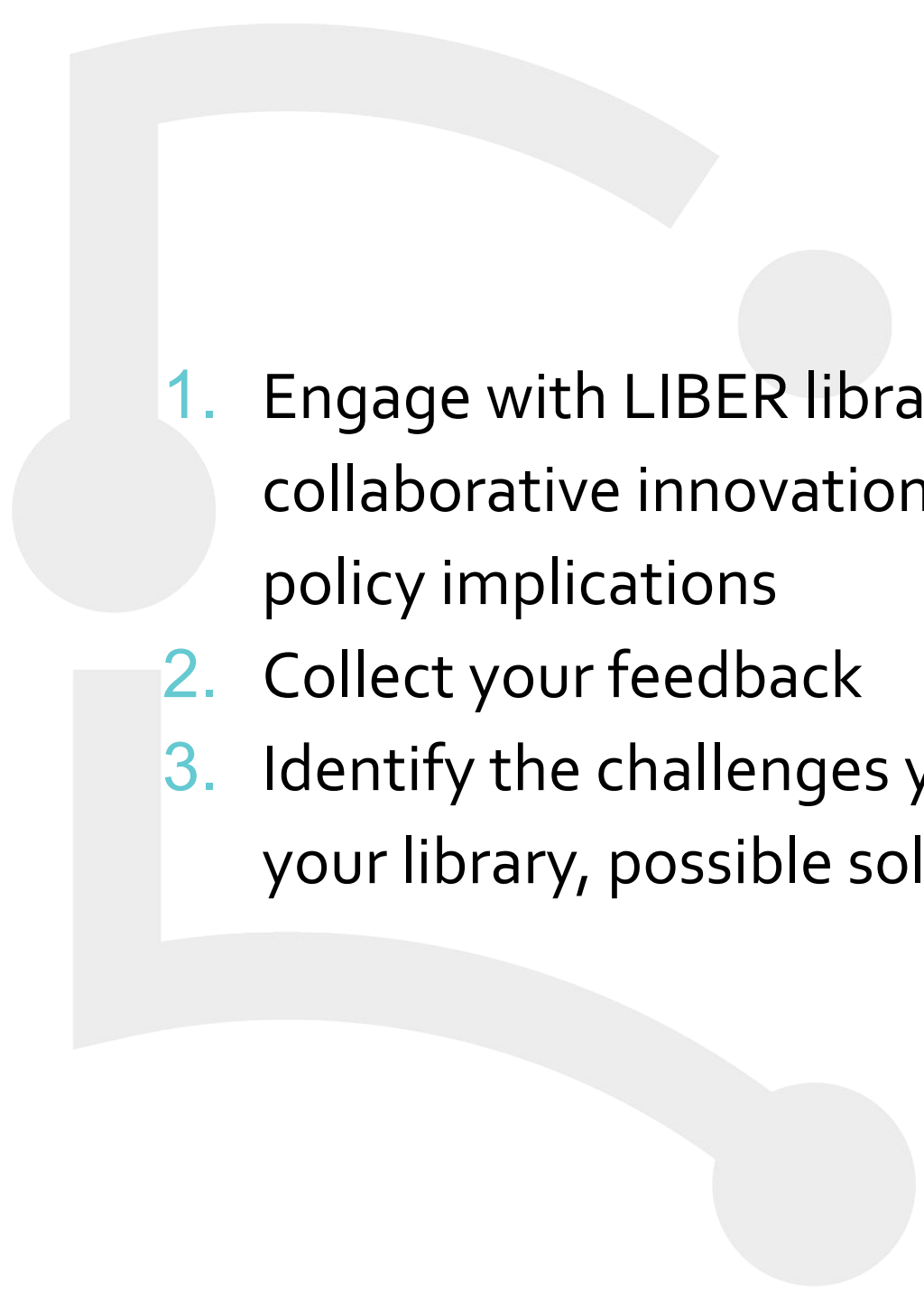
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Marieke Willems

Senior Research Associate & Project
Manager
The Lisbon Council

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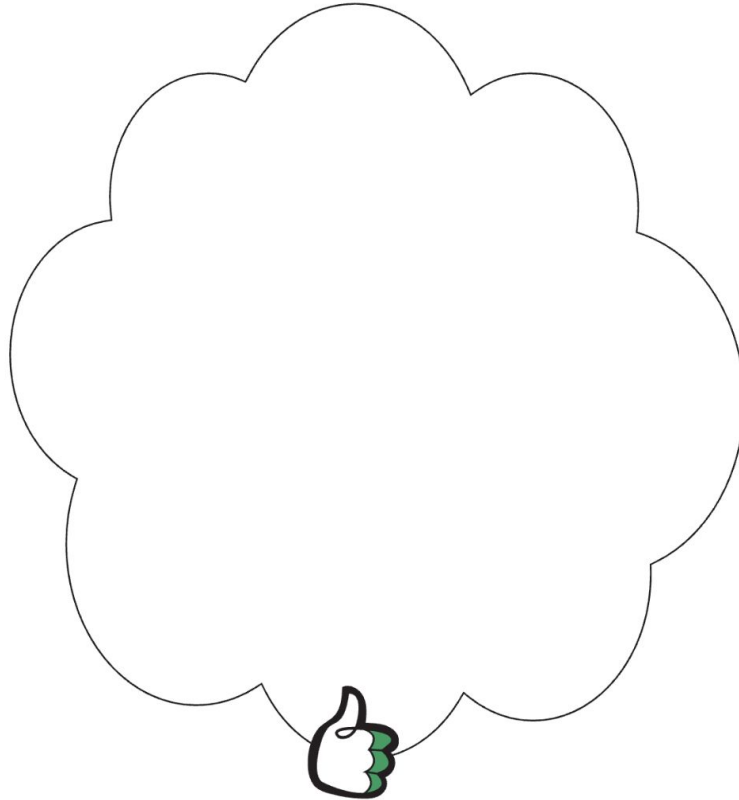
Aim

1. Engage with LIBER libraries on boosting and evaluating collaborative innovations in libraries: managerial guidelines and policy implications
2. Collect your feedback
3. Identify the challenges you face in collaboration and innovation in your library, possible solutions and actors.

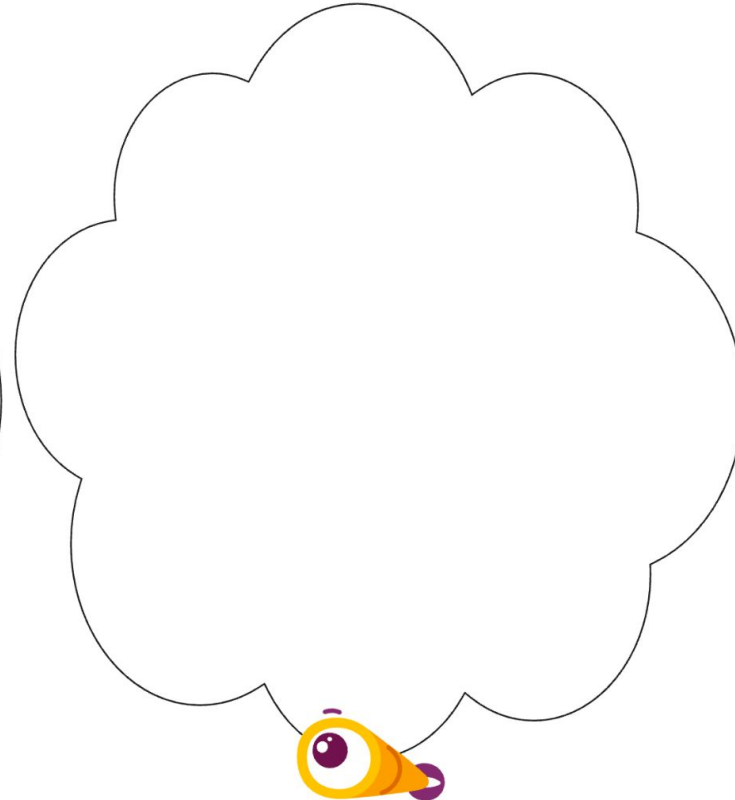
Exercise 1: 20 minutes



Feedback on the LibrarIN managerial guidelines



What do you find useful about the guidelines just presented?



What would you like to find in the guidelines?

What CHALLENGE do you want to tackle?



Challenges for collaborative innovation in libraries

What CHALLENGE do you want to tackle?

What would you have/need to address this challenge?

e.g. tools, impact assessment, foresight,
workshops with stakeholders...

WHO could help you address this challenge?

Stakeholders, experts, policymakers, associations...

HAVE

NEED

**IN THE LIBRARY
COMMUNITY**

**EXTERNAL TO THE
LIBRARY COMMUNITY**

The background is a teal-colored image showing several hands of different people working together to assemble a paper rocket. The rocket is made of grey paper and has a circular window. The hands are positioned around the rocket, with some holding it steady and others attaching pieces. The overall scene suggests a collaborative activity or workshop.

● Split into groups

Share your best practice

The LibrarIN What-Works-Database will hold 25+ use cases of collaboration for innovation in libraries.

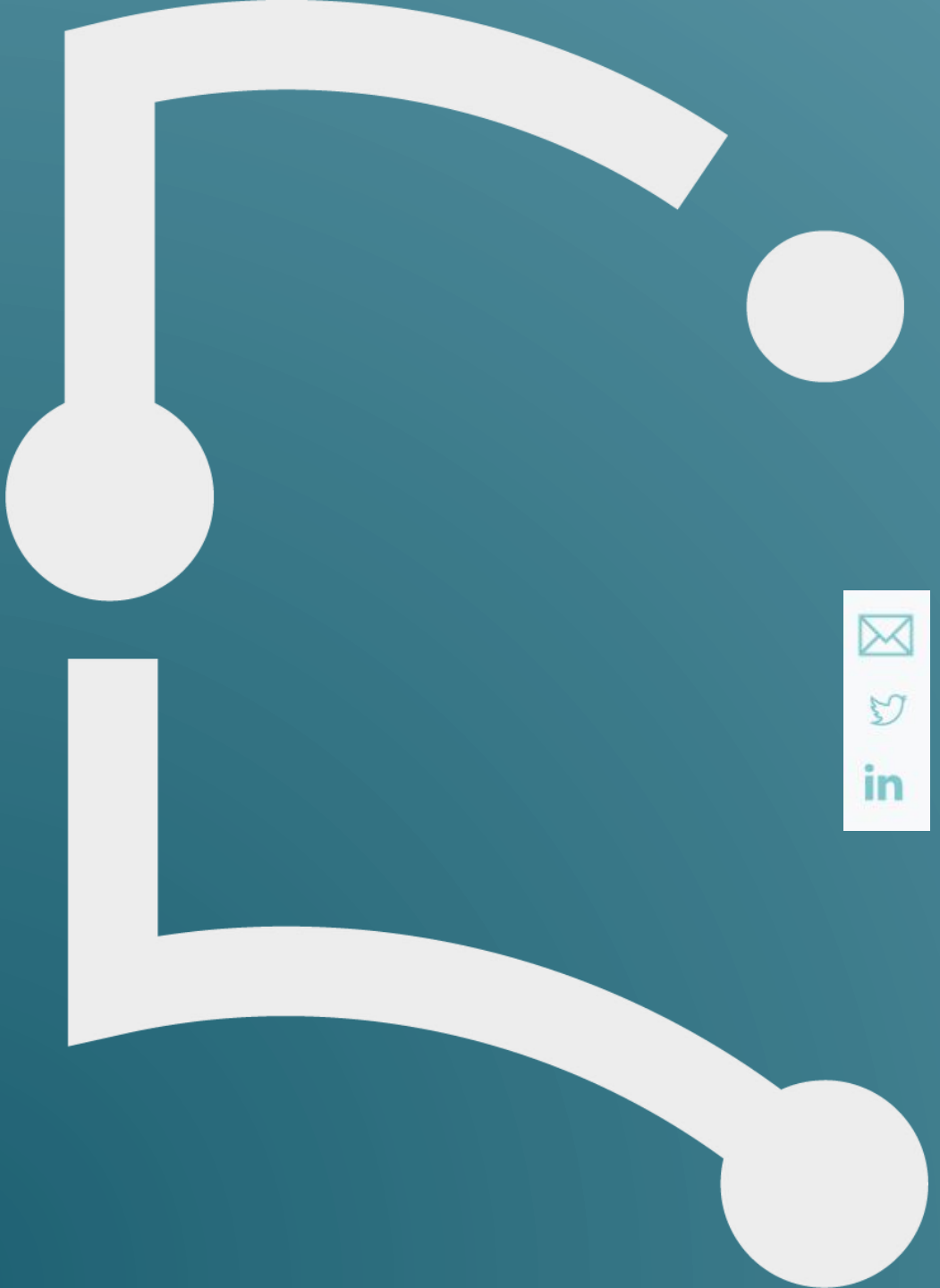
In a follow-up email we will share the best-practice collection form with you.



Join us in Alcalá



LibrarIN final conference 21-23 May, University of Alcalá, Spain



Thank you!



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