What does success look like? Evidence–based assessment of the academic library

17th Conference Greek Academic Libraries

Dr. J. Eric Davies

Honorary Visiting Research Fellow

Loughborough University

17th Conference Greek Academic Libraries

Outline:

- **Management environment**
- **Success factors, mission and strategy**
- **Performance evaluation and enhancement**
- **Evidence types**
- **Culture and competences**
- **Future trends speculations**

Management environment:

Change –

- **Technology**

- **Scholarly Communication and Information**

- **Attitudes/Expectations/Demands**

- **Services, Information Skills and Support**

- **Finance/Resources/Accountability**

- **Innovation/Development**

Success factors, mission and strategy:

- **Success Framework/Criteria**
- **Mission/Vision/Values**
- **Aims/Objectives/Strategies**
- **Service goals/Targets**
- **Performance Indicators**
- **Evidence Based Management**

Framework for Performance Measurement:-

- **Integration with institutional goals**
- **User satisfaction**
- **Effectiveness (delivery)**
- **Efficiency**
- **Economy**

Follett Report – academic libraries –1993

Special Libraries Association –

For special librarians, evidence-based practice refers to consciously and consistently making professional-level decisions that are based on the strongest evidence of what would work best for our clients.

Types of evidence –

- **Performance Evidence**

- **Research Evidence**

Performance Evidence

Systematically gathered, structured and contextualised information relating to local operations and needs

Performance Evidence –

Services

Processes

Quantitative

Qualitative

17th Conference Greek Academic Libraries

Inputs

Outputs

Outcomes

Impacts

Performance
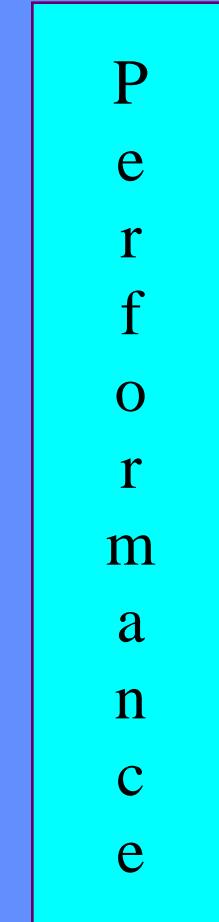
Quantitative Data

Qualitative Evidence

User Responses

User Responses –

- Surveys

- Focus groups

- Open Days

- LibQUAL+™

- Rodski/Insync

User Surveys –

- User Practice   [frequency of visits, types of use]
- User Capabilities   [IT use, vision, mobility]
- User Motivations   [reasons for use/non-use]
- User Preferences   [service development]
- User Needs/Wants   [service priorities]
- User Opinions   [perceptions of service]
- User Satisfaction   [with various features]

British Library reader satisfaction survey ratings
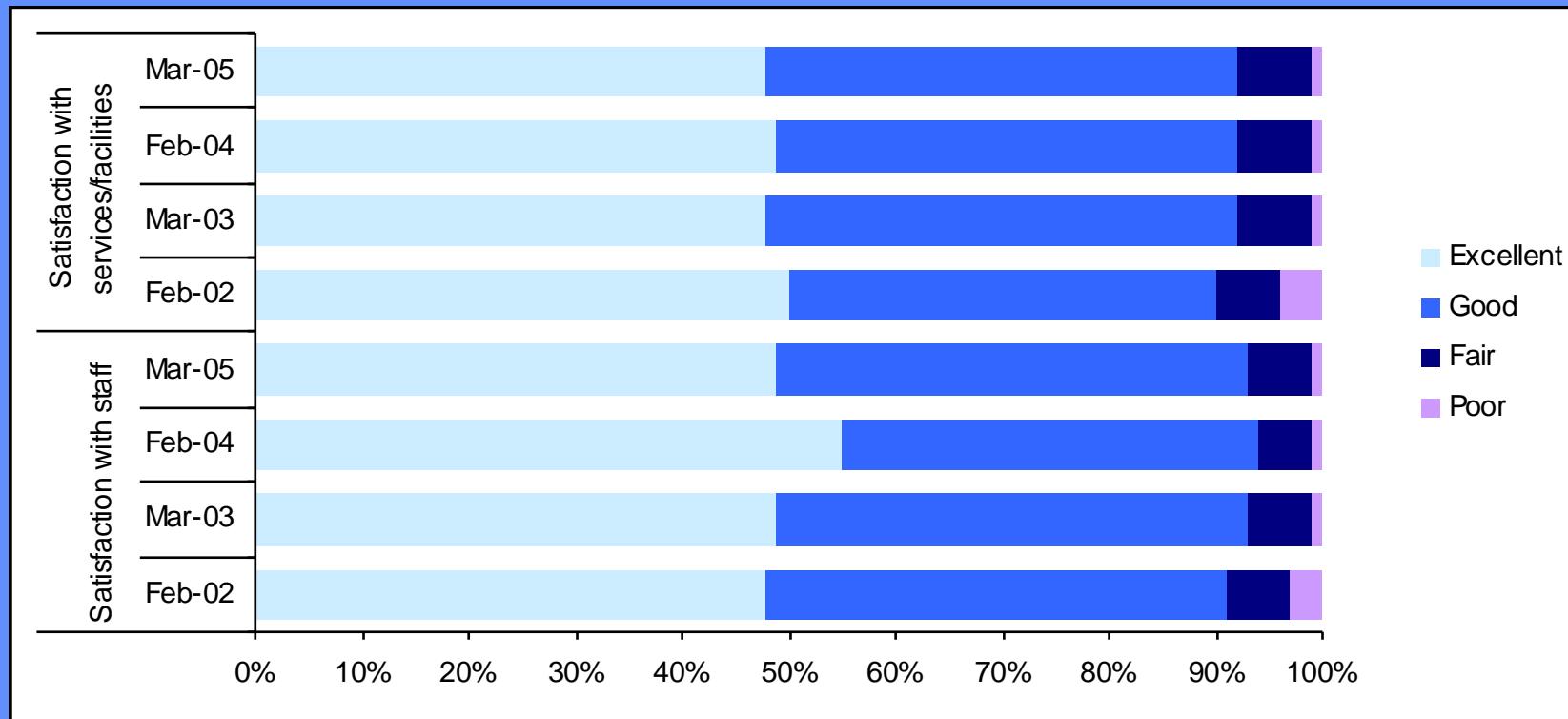
LibQUAL+TM

Developed by ARL/Texas A&M Univ

Based on SERVQUAL - Gap Analysis

Minimum, Desired, Perceived user view of quality relating to -

- **Access to Information**

- **Affect of Service**

- **Library as Place**

- **Personal Control**
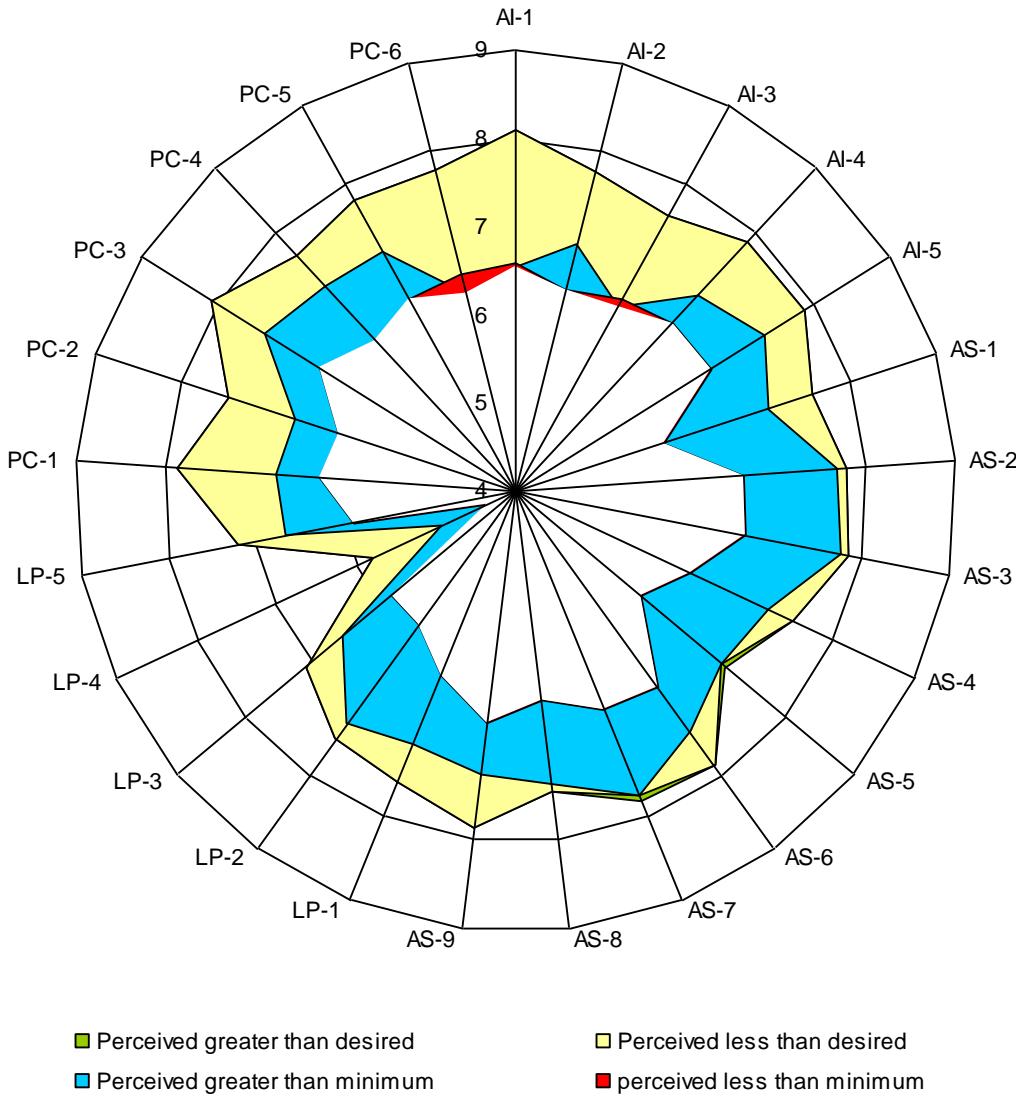
Example of data display of LibQUAL+™ Results

Example of data display of LibQUAL+™ Results

Chart axes (clockwise from top): AI-1, AI-2, AI-3, AI-4, AI-5, AS-1, AS-2, AS-3, AS-4, AS-5, AS-6, AS-7, AS-8, AS-9, LP-1, LP-2, LP-3, LP-4, LP-5, PC-1, PC-2, PC-3

Radial scale: 4, 5, 6, 7, 8, 9

Legend:
- ■ Perceived greater than desired
- ■ Perceived less than desired
- ■ Perceived greater than minimum
- ■ perceived less than minimum
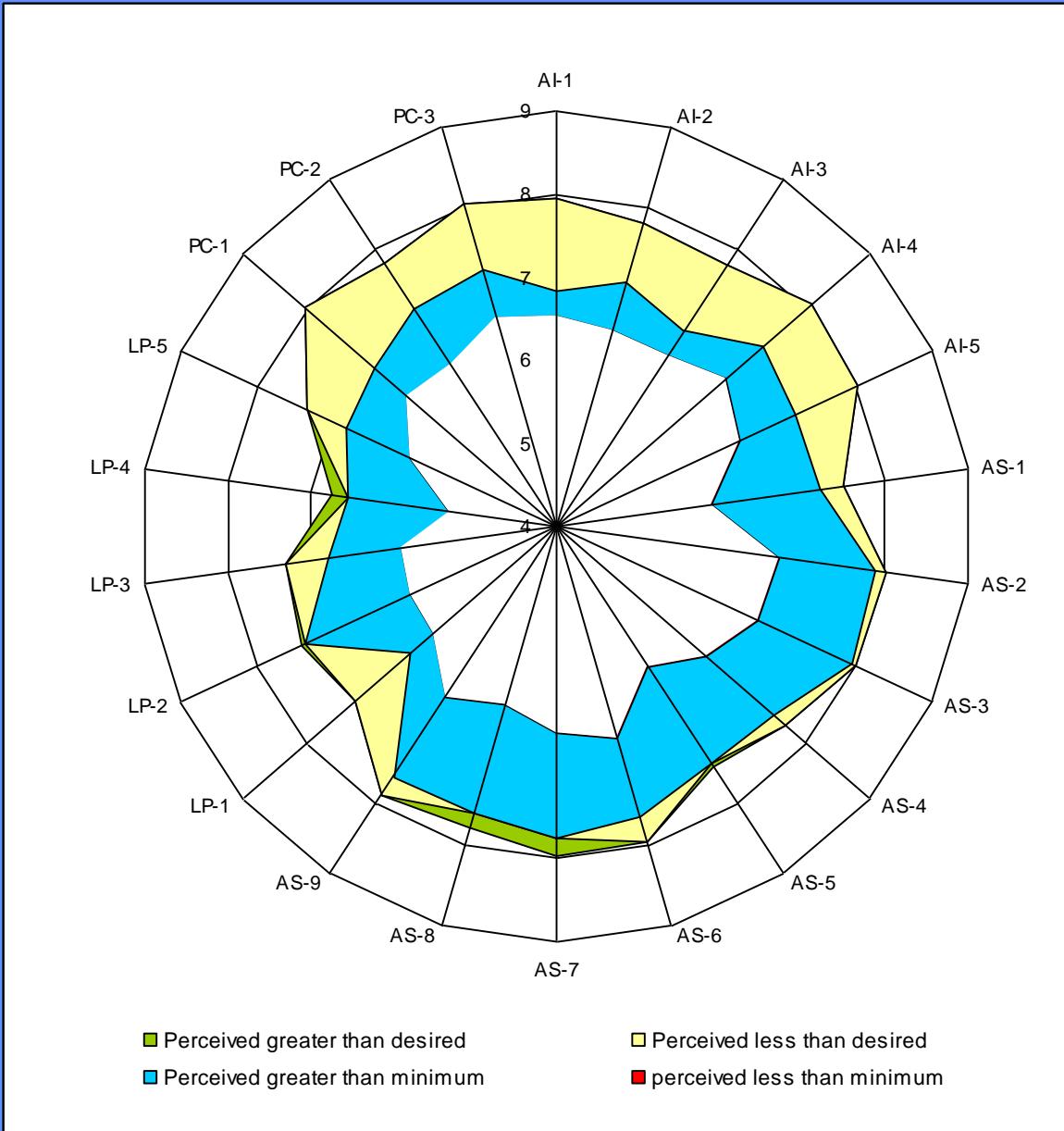
Example of Gap Analysis from LibQUAL+™ Results
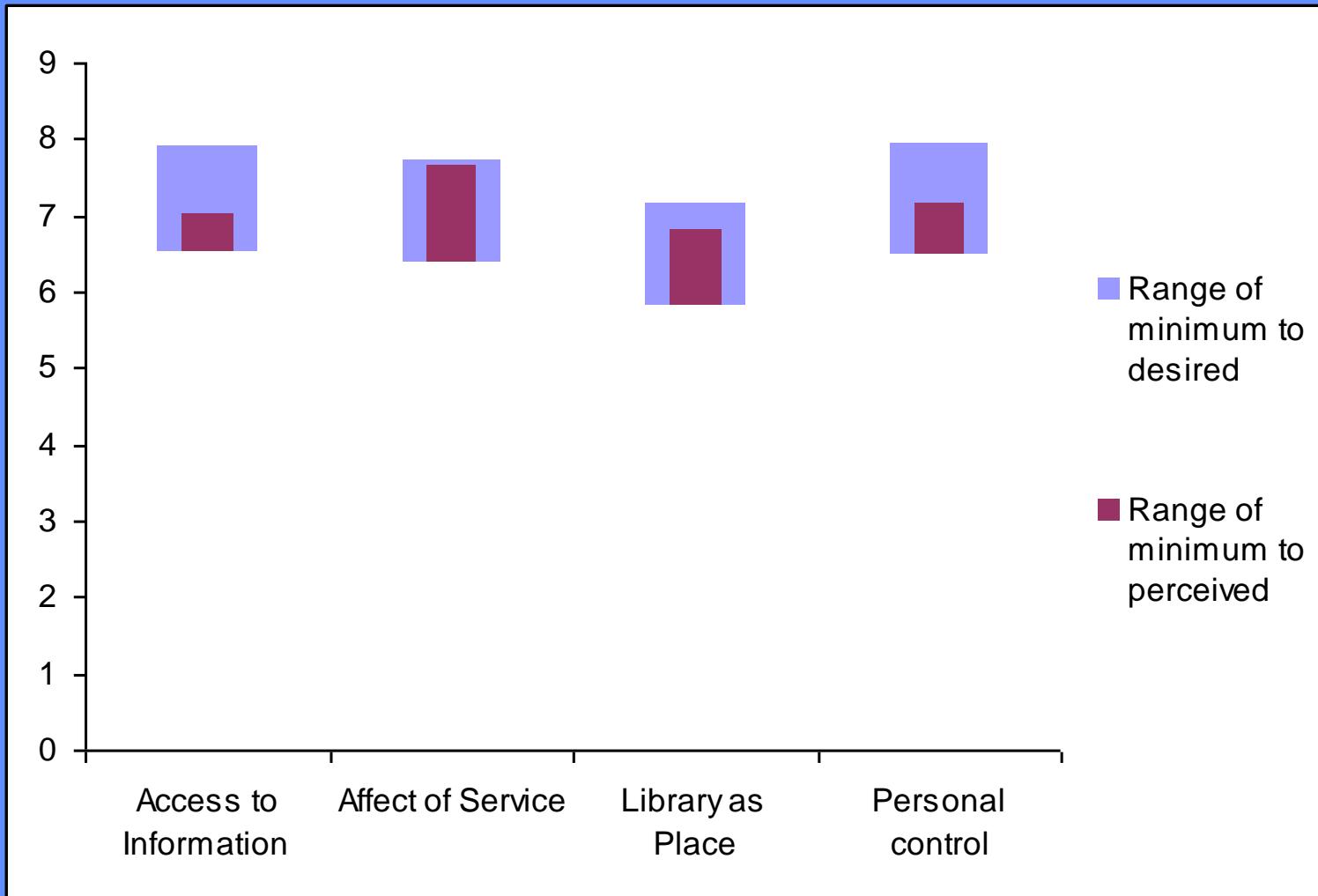
17th Conference Greek Academic Libraries

The amount of information and a manager's ability to use it have increased explosively not only for internal processes but also for the engagement of customers. The more a company knows about them, the better able it is to create offerings they want, to target them with messages that get a response, and to extract the value that an offering gives them. The holy grail of deep customer insight – more granular segmentation, low-cost experimentation, and mass customization – becomes increasingly accessible through technological innovations in data collection and processing in manufacturing.

James M. Manyika, Roger P. Roberts and Kara L. Sprague ~ McKinsey Q.(1) 2008.

Service

Domain

Performance

Community Profiling

Demographics

User Data

Lapsed, Non-User, Potential User Data

Information Environment

Comparative Benchmarking –

- **Evaluate the level of performance of various services within an institution**
- **Compare performance over time**
- **Compare with other institutions**
- **Compare with recognised standards**

Comparative Benchmarking –

- **STRATEGIC**

  macro performance metrics and qualitative evidence

- **PROCESS**

  detail cost performance data

Comparative Benchmarking –

To make changes that lead to quantum and continuous improvements in products, processes and services that result in total customer satisfaction and competitive advantage.

[Motorola + D.E.C. + Xerox]

Percentage of requests met in 7,15 & 30 days

Legend:
- XXX 30 (pink)
- XXX15 (cyan)
- XXX 7 (yellow)
- Std 30 (red)
- Std 15 (blue)
- Std 7 (brown)

X-axis: 98/9, 99/0, 00/1, 01/2, 02/3, 03/4
Y-axis: 0% to 100%
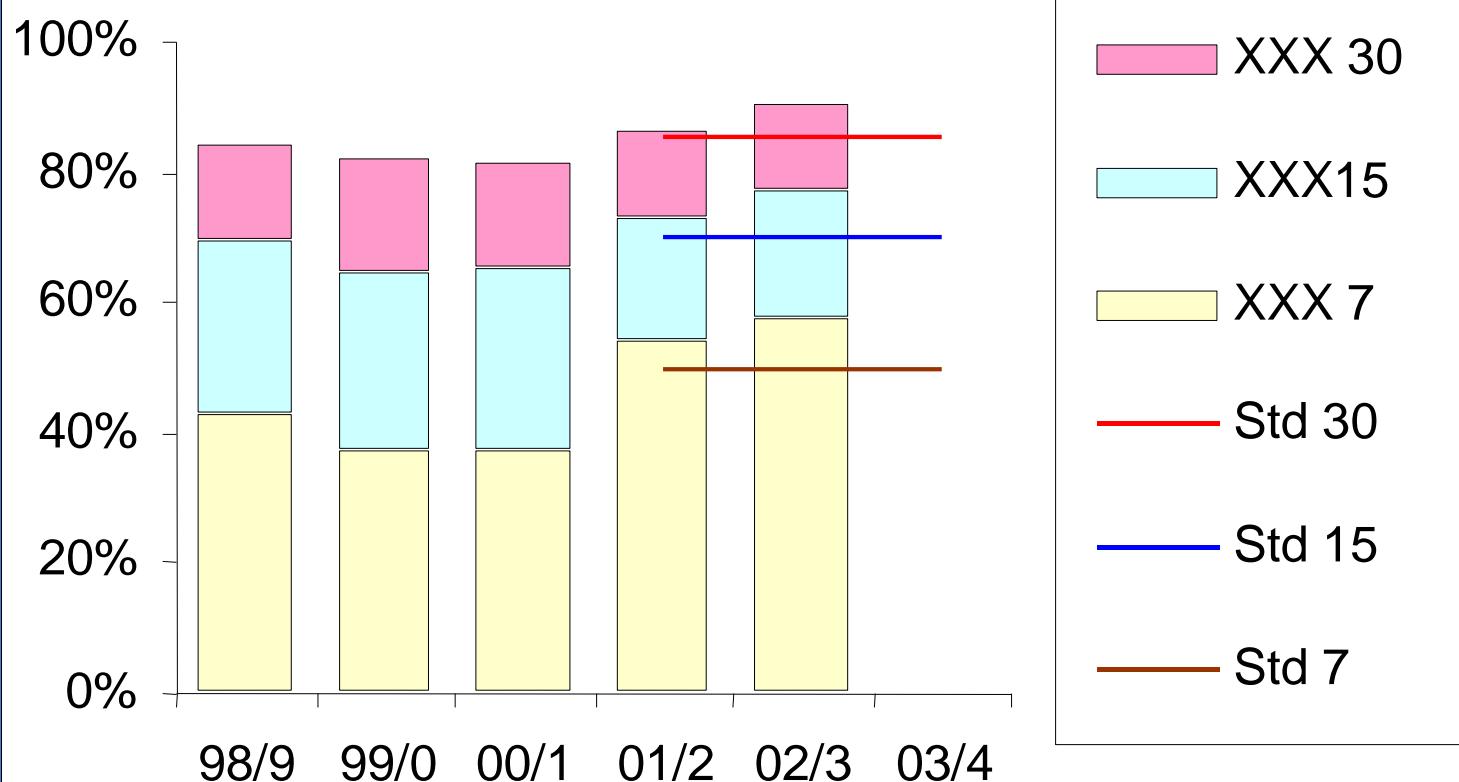
# University Library - FTE students per seat
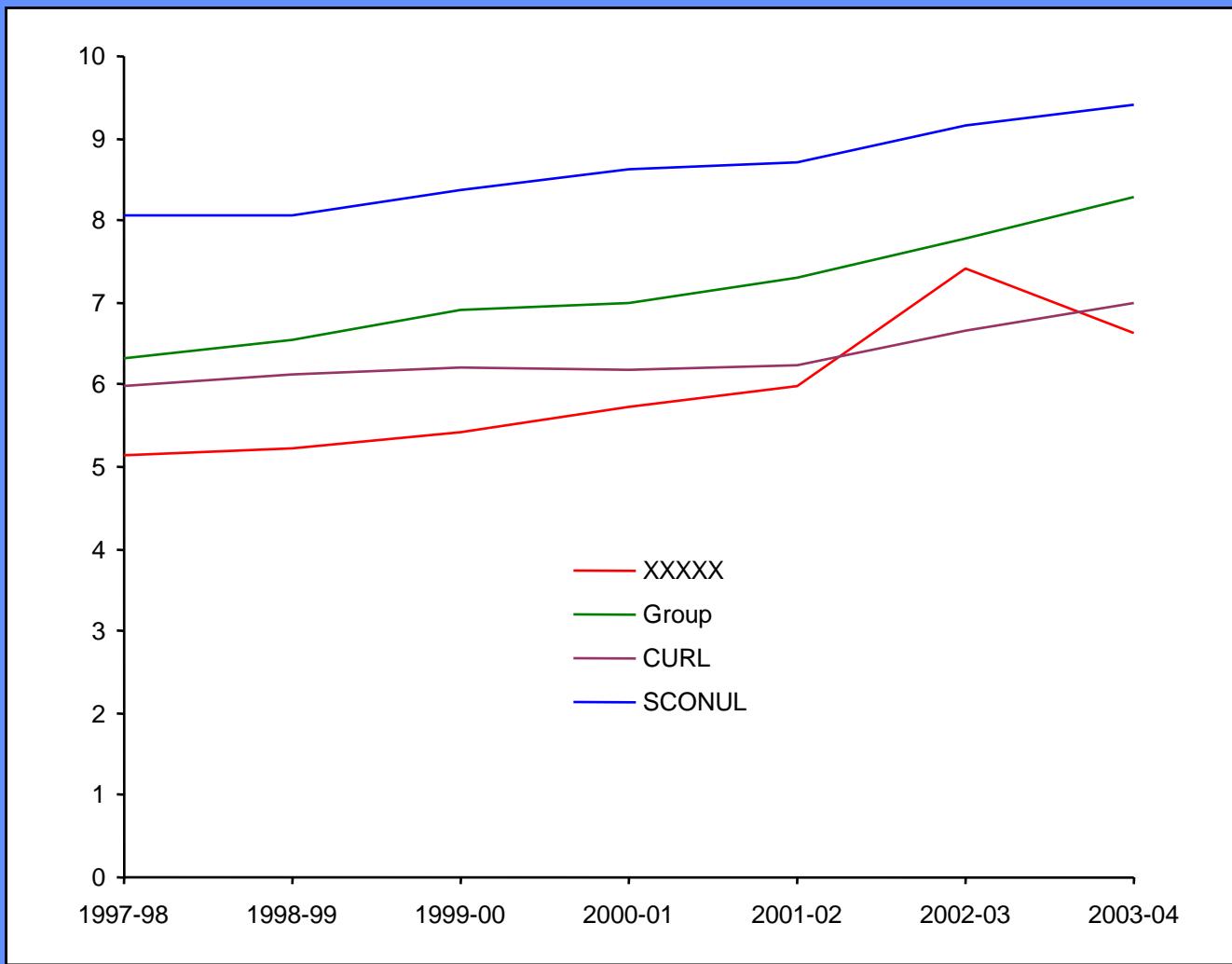
University Library - Book expenditure per FTE student
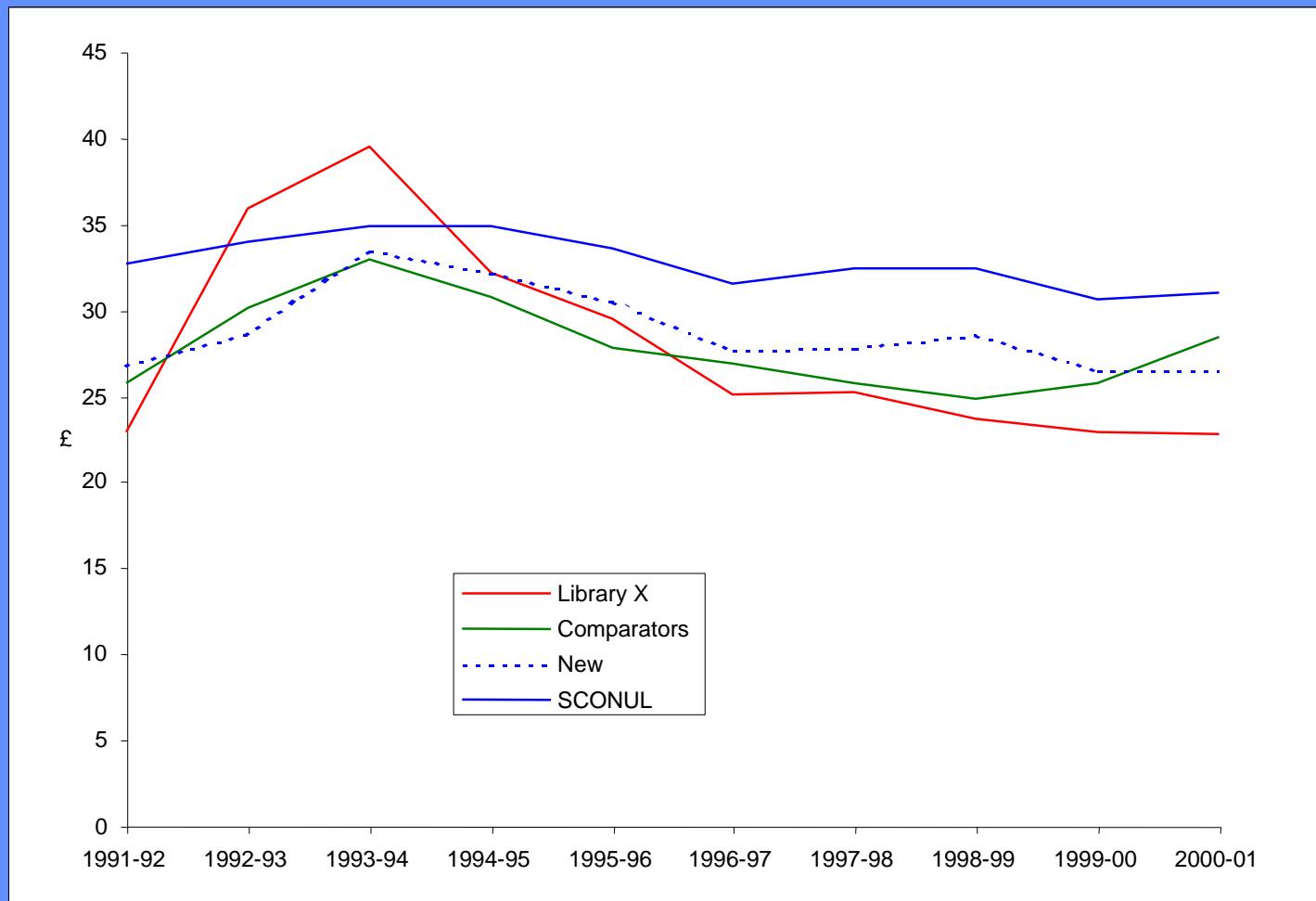
Average Weekly Opening Hours
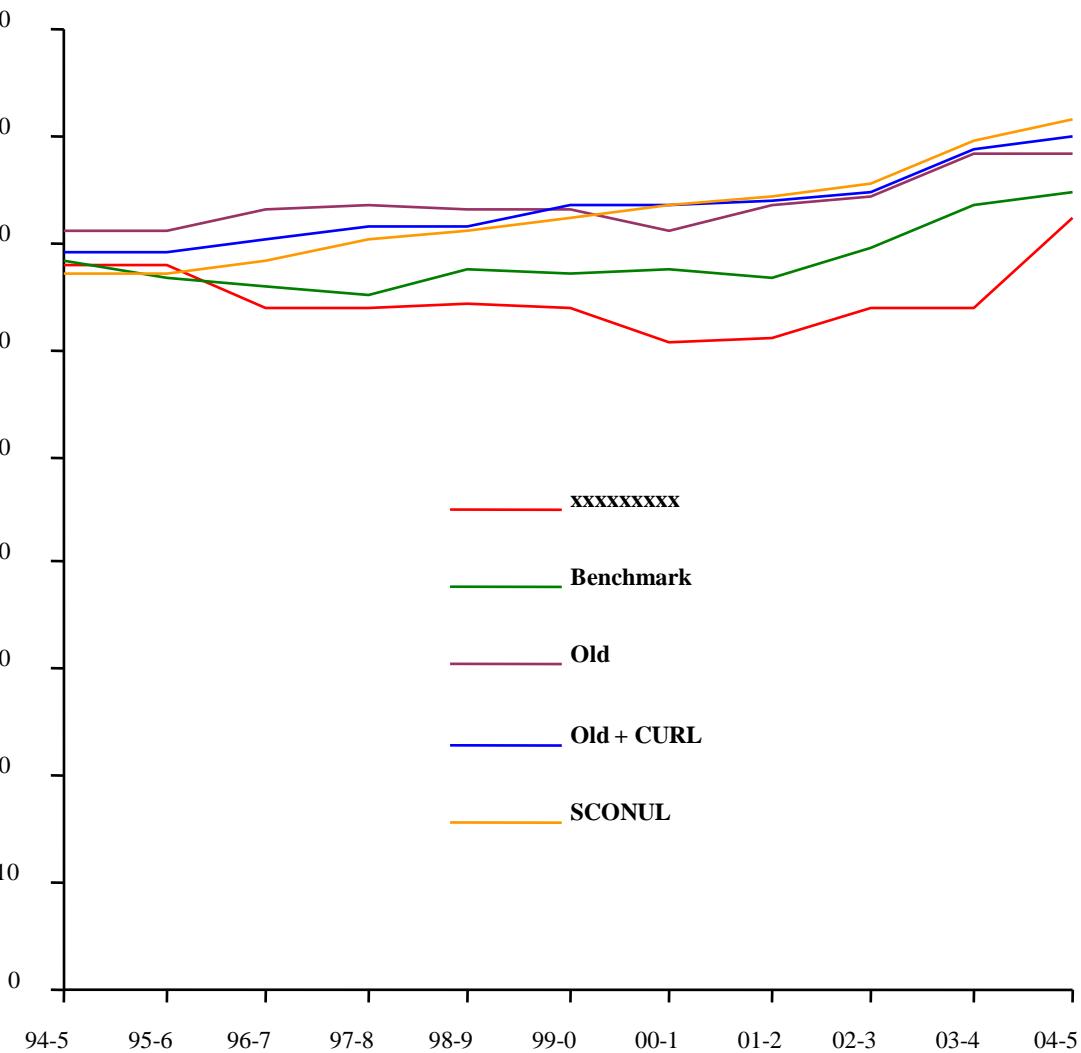
Re-shelving and tidying performance
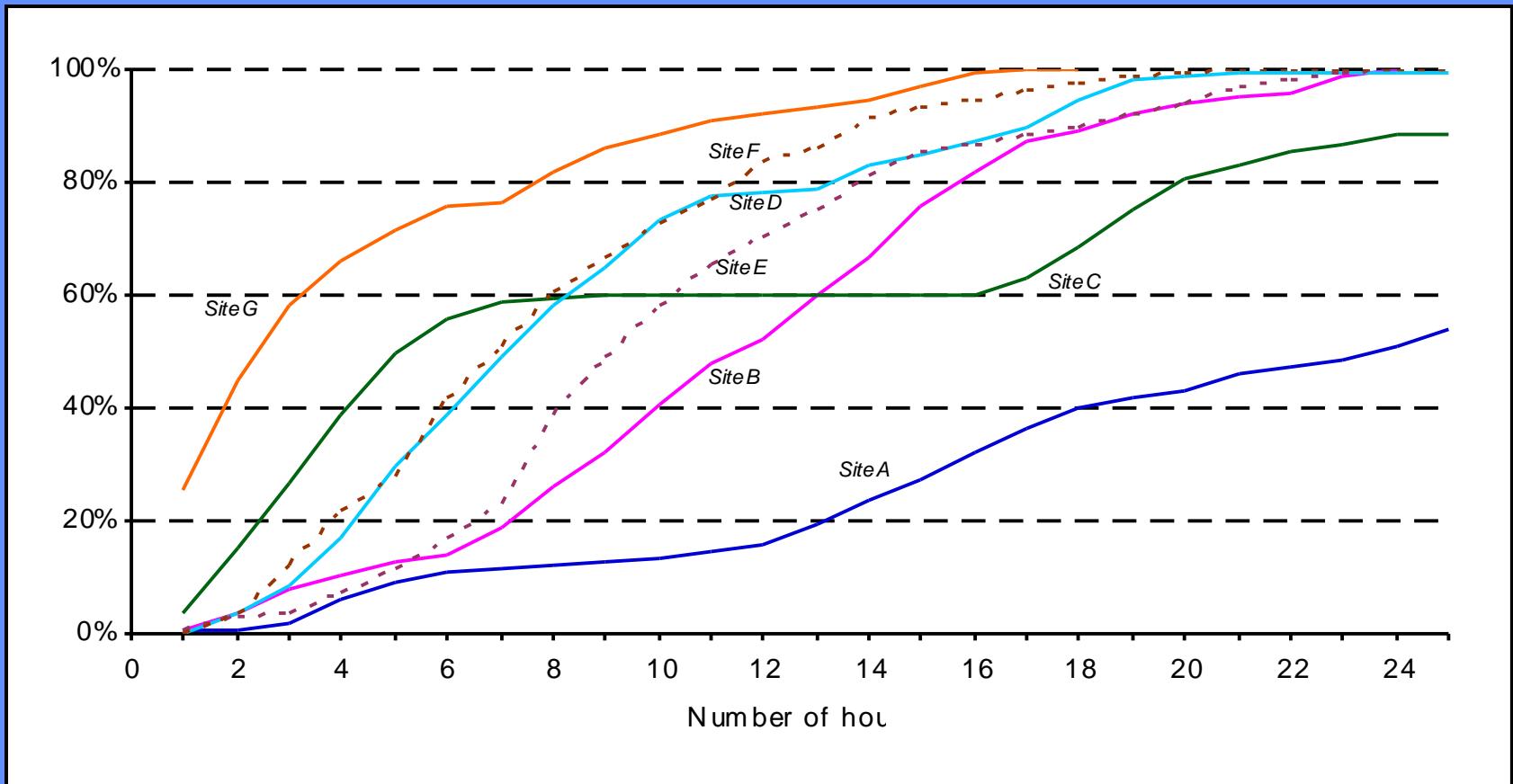
Research Evidence

Research based intelligence and macro data that informs service design and decisions

17th Conference Greek Academic Libraries
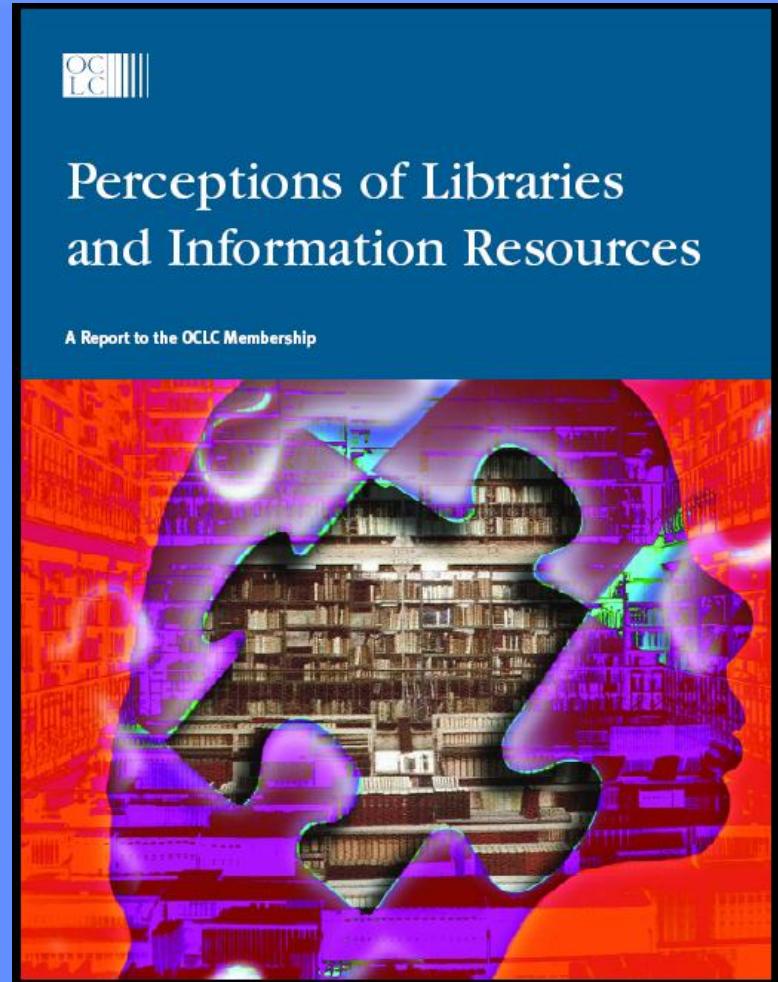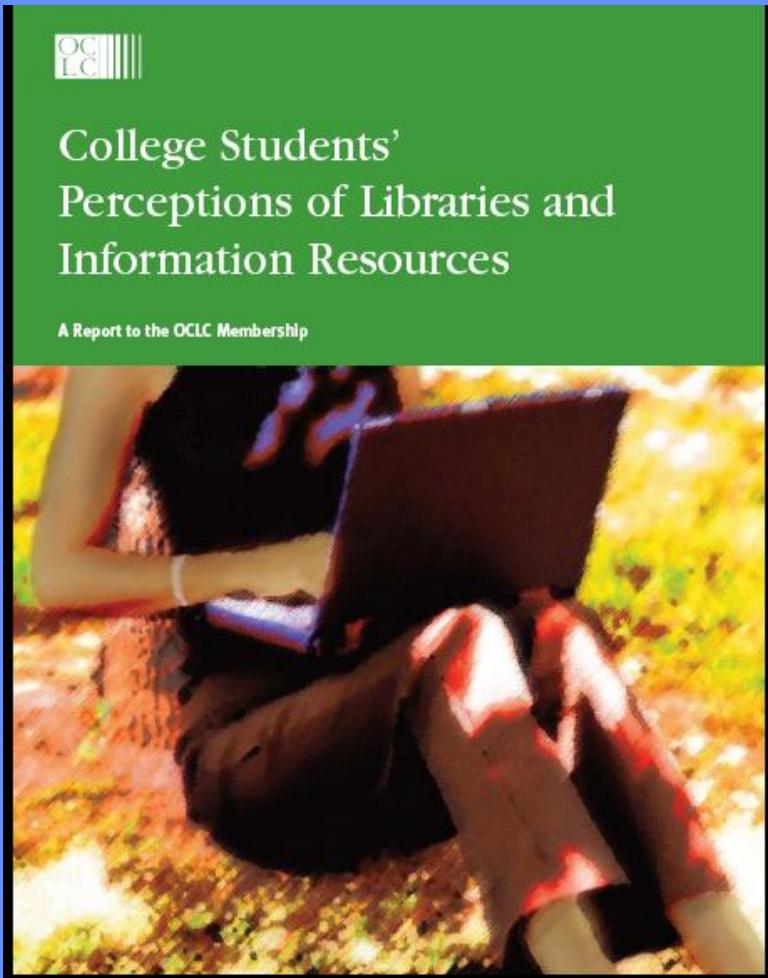
17th Conference Greek Academic Libraries
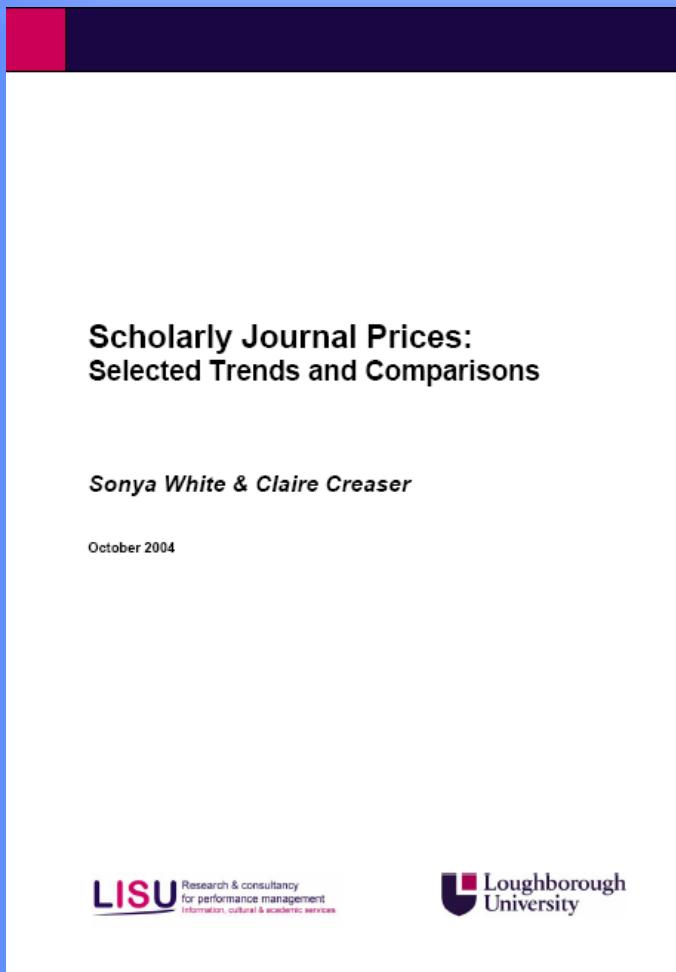
Scholarly Journal Prices:
Selected Trends and Comparisons

Sonya White & Claire Creaser

October 2004

LISU Research & consultancy
for performance management
Information, cultural & academic services.

Loughborough University
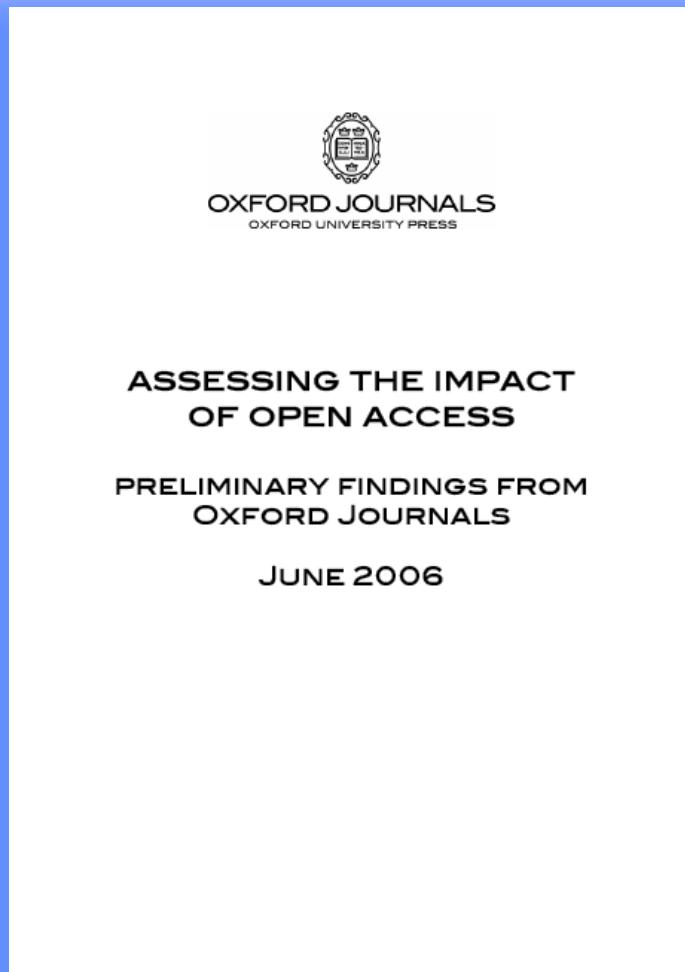
OXFORD JOURNALS
OXFORD UNIVERSITY PRESS

ASSESSING THE IMPACT
OF OPEN ACCESS

PRELIMINARY FINDINGS FROM
OXFORD JOURNALS

JUNE 2006

17th Conference Greek Academic Libraries

SCONUL library statistics:
1994-95 to 2004-05

Claire Creaser

August 2006

LISU Research & consultancy for performance management
Information, cultural & academic services

Loughborough University

SCONUL
Sconul of College,
National and University
Libraries
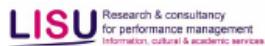
SCONUL
Top Concerns
Survey 2008

Priority Research

Prepared by
Priority Research Ltd

Performance Evidence Culture –

• **Service design and delivery are informed by appropriate internal and external evidence**

• **'Think Evidence' attitude permeates the organisation**

• **Skills, knowledge, attitudes in using evidence are embedded at ALL levels of the organisation**

What will success look like – tomorrow???

- **Optimal Management**

- **Maximised Value Added**

- **Academic Culture/Environment**

How will we measure success – tomorrow???

- **Contingent valuation analysis**
- **Economic impact studies**
- **Critical incident studies**
- **Scenario planning**
- **Lean management**
- **Six sigma**

17th Conference Greek Academic Libraries

'Management in particular is not about the preservation of the status quo, it is about maintaining the highest rate of change that the organization and the people within it can stand.'

'Whether change is comfortable or not, it is inevitable.'

[Harvey-Jones, J. *Making it happen: Reflections on leadership.* **London, Collins, 1988.]**

Thank you for your attention.

Questions?

17th Conference Greek Academic Libraries