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

17th Conference Greek Academic Libraries

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

Services

Processes

Quantitative

Qualitative
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Inputs

Outputs

Outcomes

Impacts

Quantitative Data

Qualitative Evidence

User Responses

Performance
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]
LibQUAL+™

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
Example of Gap Analysis from LibQUAL+™ Results

- Access to Information
- Affect of Service
- Library as Place
- Personal control

- Range of minimum to desired
- Range of minimum to perceived
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.

Service

Domain

Community Profiling

Demographics

User Data

Lapsed, Non-User, Potential User Data

Information Environment

Performance
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

0% 20% 40% 60% 80% 100%

99/0 98/9 00/1 01/2 02/3 03/4

XXX 30
XXX 15
XXX 7
Std 30
Std 15
Std 7
University Library - Book expenditure per FTE student

![Graph](image-url)
Re-shelving and tidying performance

Site A
Site B
Site C
Site D
Site E
Site F
Site G

0% 20% 40% 60% 80% 100%
0 2 4 6 8 10 12 14 16 18 20 22 24
Number of hours
Research Evidence

Research based intelligence and macro data that informs service design and decisions
Scholarly Journal Prices: Selected Trends and Comparisons

Sonya White & Claire Creaser

October 2004

ASSESSING THE IMPACT OF OPEN ACCESS
PRELIMINARY FINDINGS FROM OXFORD JOURNALS
JUNE 2006
SCONUL library statistics: 1994-95 to 2004-05

Claire Creaser
August 2006
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
‘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.’

Thank you for your attention.

Questions?