

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

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Outline:

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

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Management environment:

Change –

- Technology**
- Scholarly Communication and Information**
- Attitudes/Expectations/Demands**
- Services, Information Skills and Support**
- Finance/Resources/Accountability**
- Innovation/Development**

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Success factors, mission and strategy:

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

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Framework for Performance Measurement:-

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

Follett Report – academic libraries –1993

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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.

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Types of evidence –

- **Performance Evidence**
- **Research Evidence**

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Performance Evidence

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

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Performance Evidence –

Services

Processes

Quantitative

Qualitative

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Inputs

Outputs

Outcomes

Impacts

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Quantitative Data

Qualitative Evidence

User Responses

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User Responses –

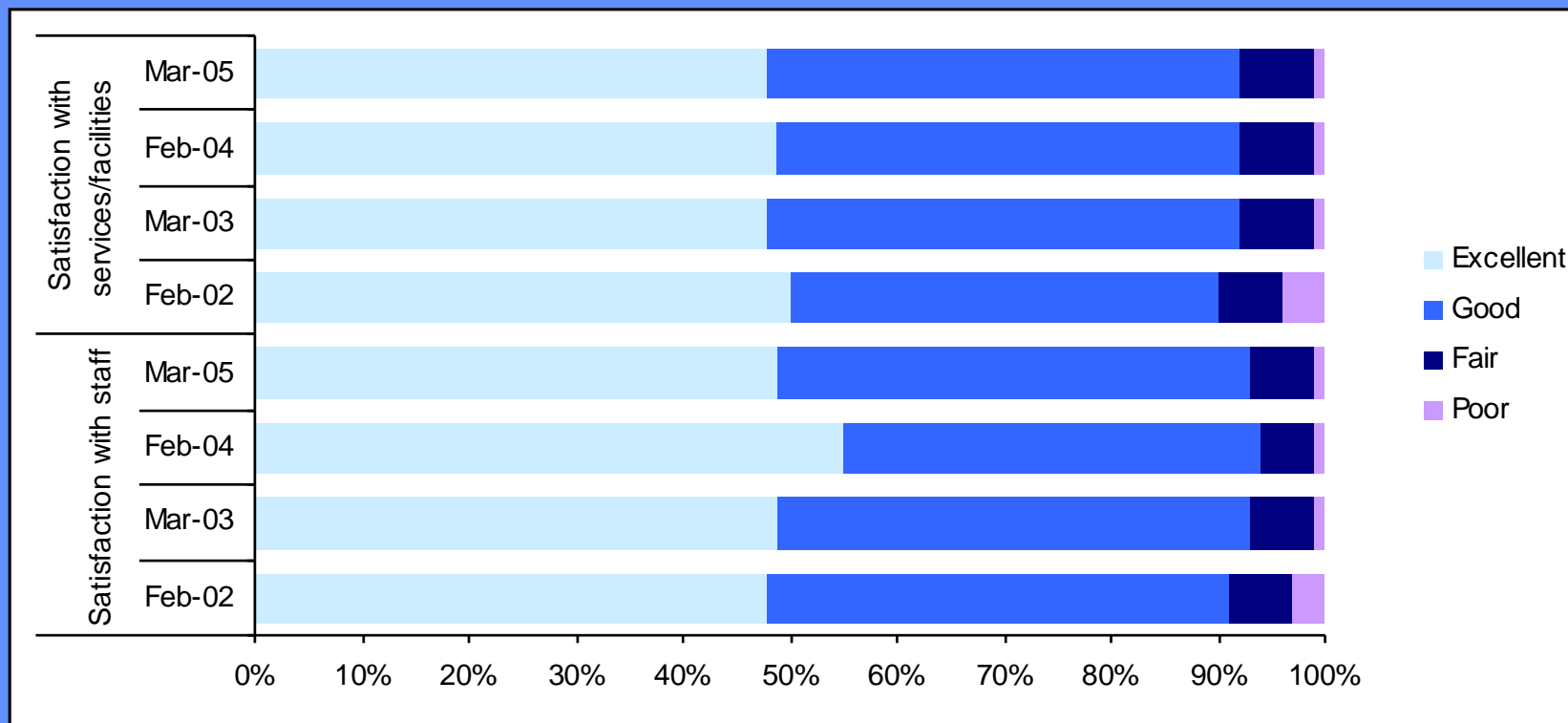
- **Surveys**
- **Focus groups**
- **Open Days**
- **LibQUAL⁺™**
- **Rodski/Insync**

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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



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LibQUAL+™

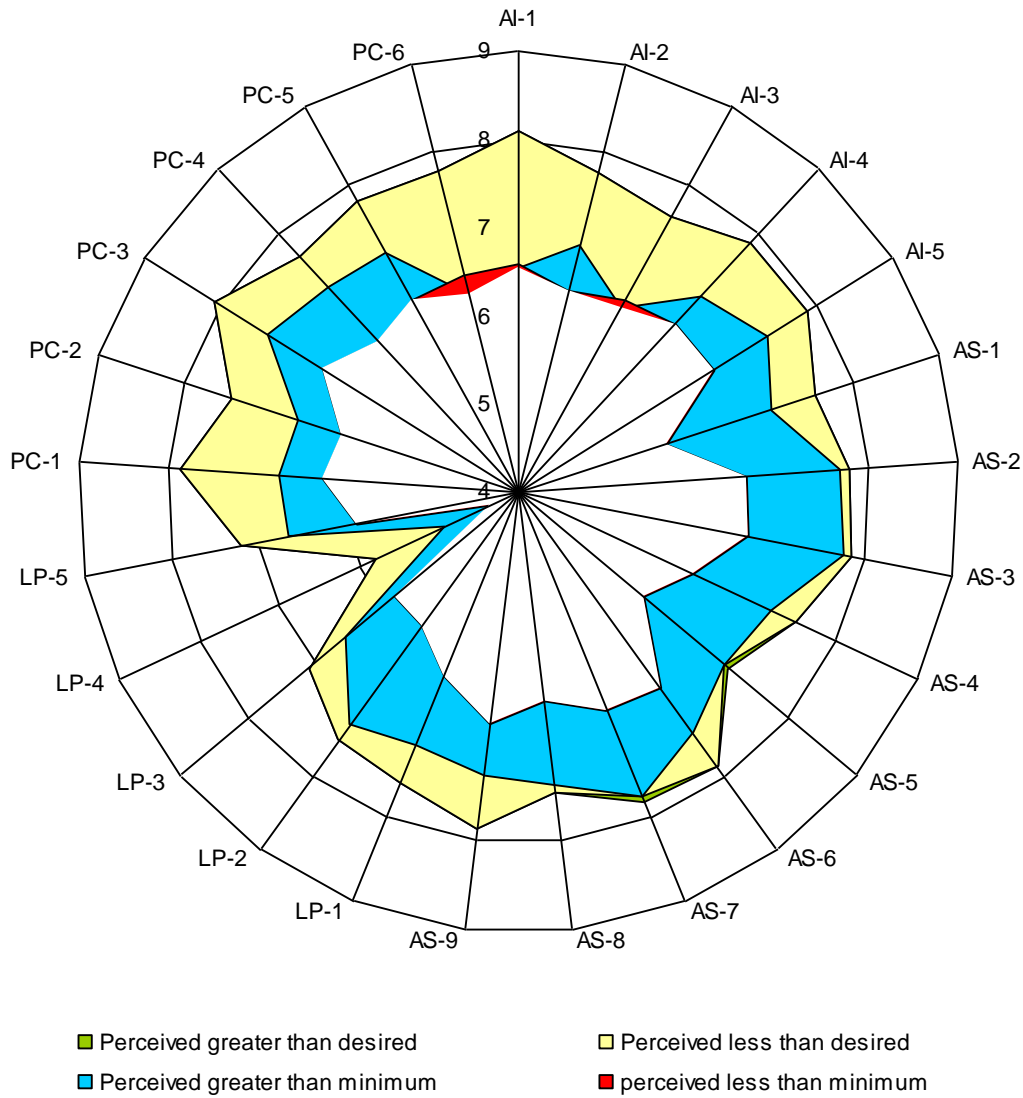
Developed by ARL/Texas A&M Univ

Based on SERVQUAL - Gap Analysis

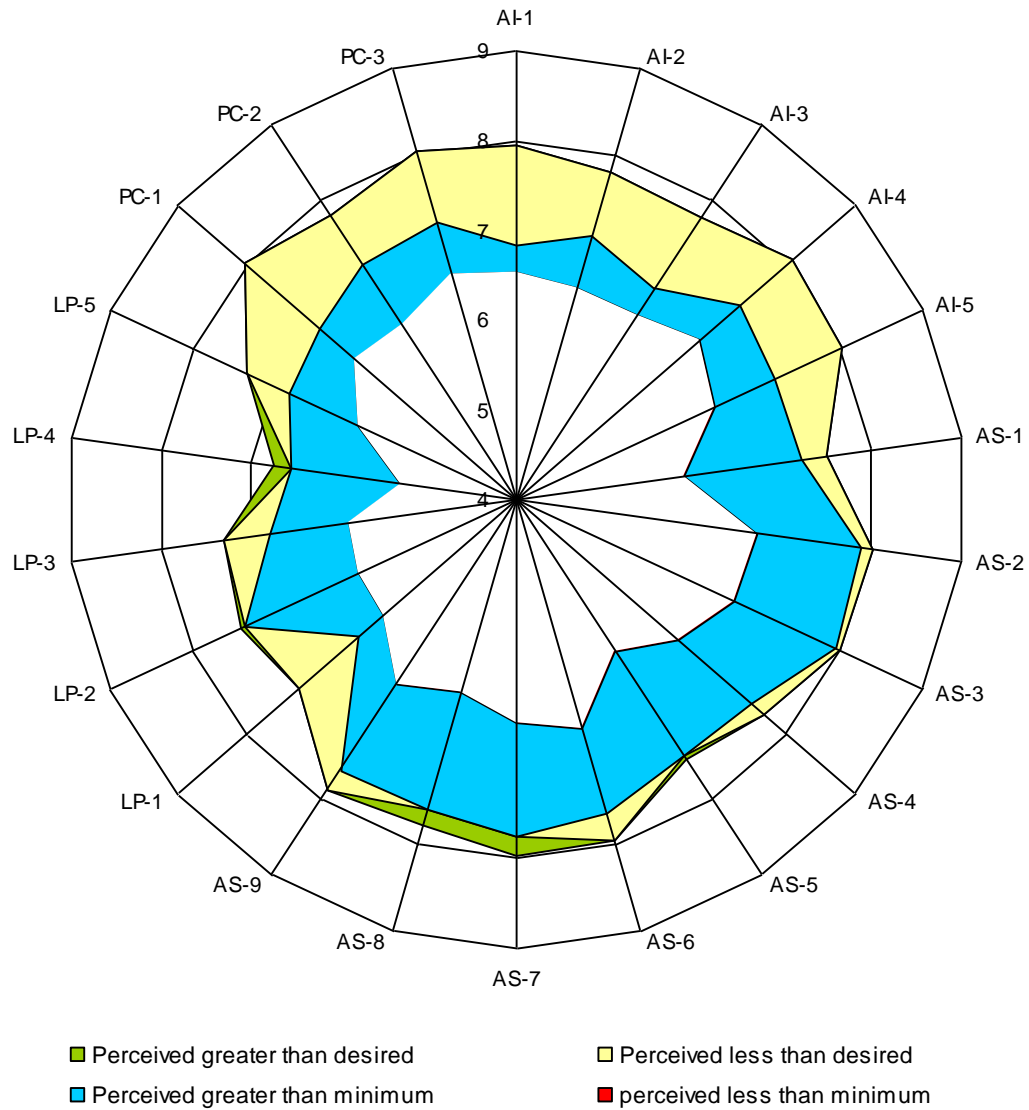
Minimum, Desired, Perceived user view of quality relating to -

- Access to Information**
- Affect of Service**
- Library as Place**
- Personal Control**

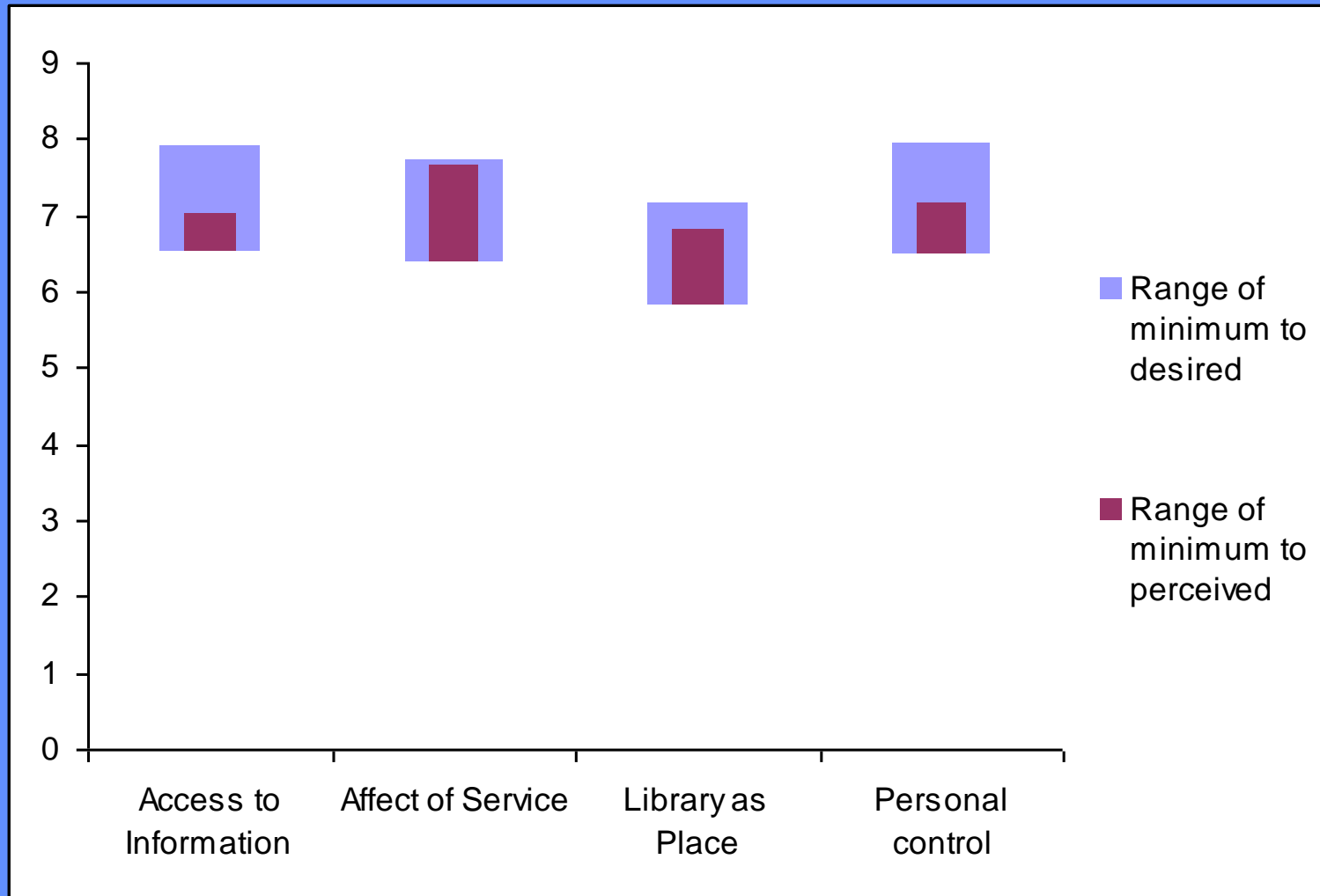
Example of data display of LibQUAL+™ Results



Example of data display of LibQUAL+™ Results



Example of Gap Analysis from LibQUAL+™ Results



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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.**

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Service

Domain

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Community Profiling

Demographics

User Data

Lapsed, Non-

User, Potential User Data

Information Environment

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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**

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Comparative Benchmarking –

- **STRATEGIC**

**macro performance metrics
and qualitative evidence**

- **PROCESS**

detail cost performance data

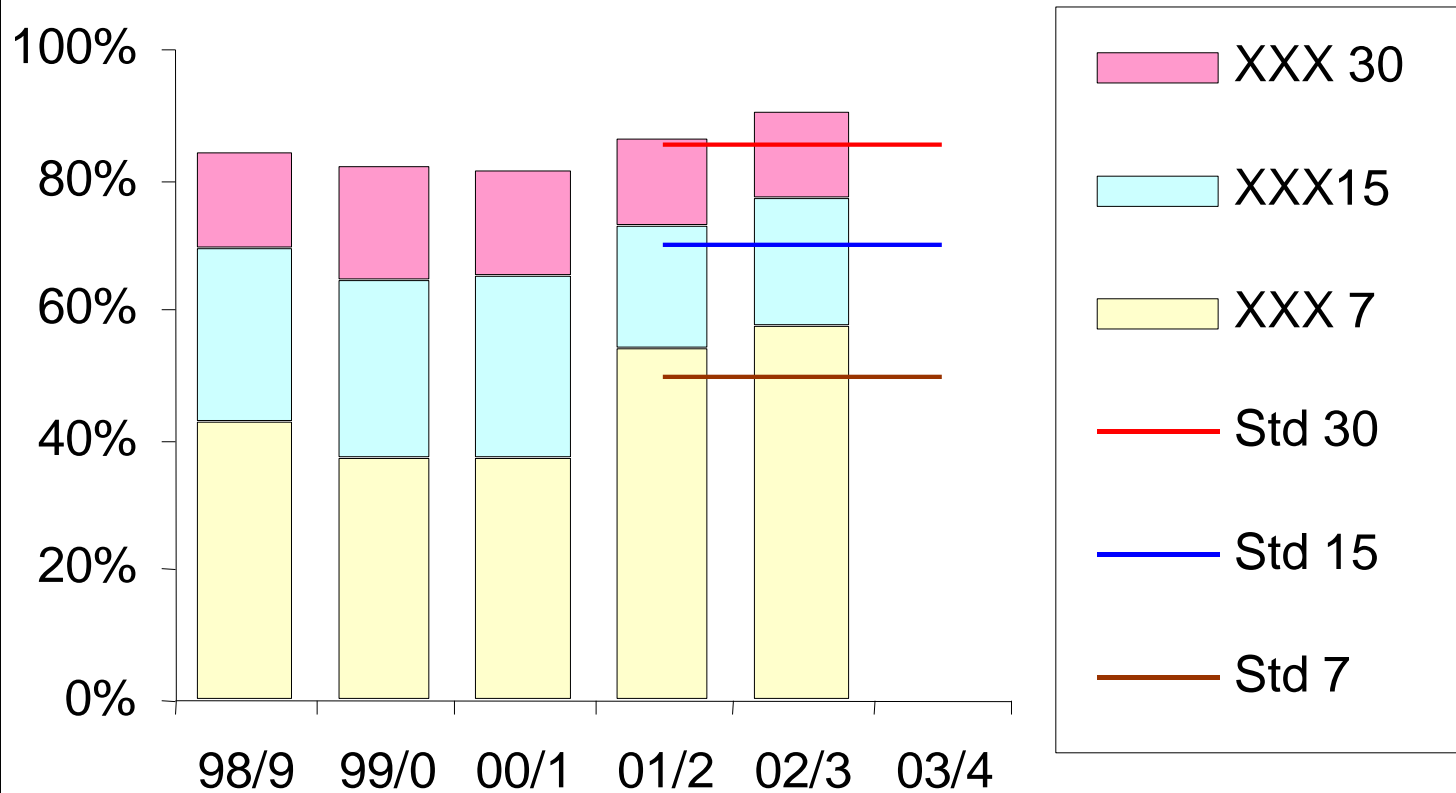
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Comparative Benchmarking –

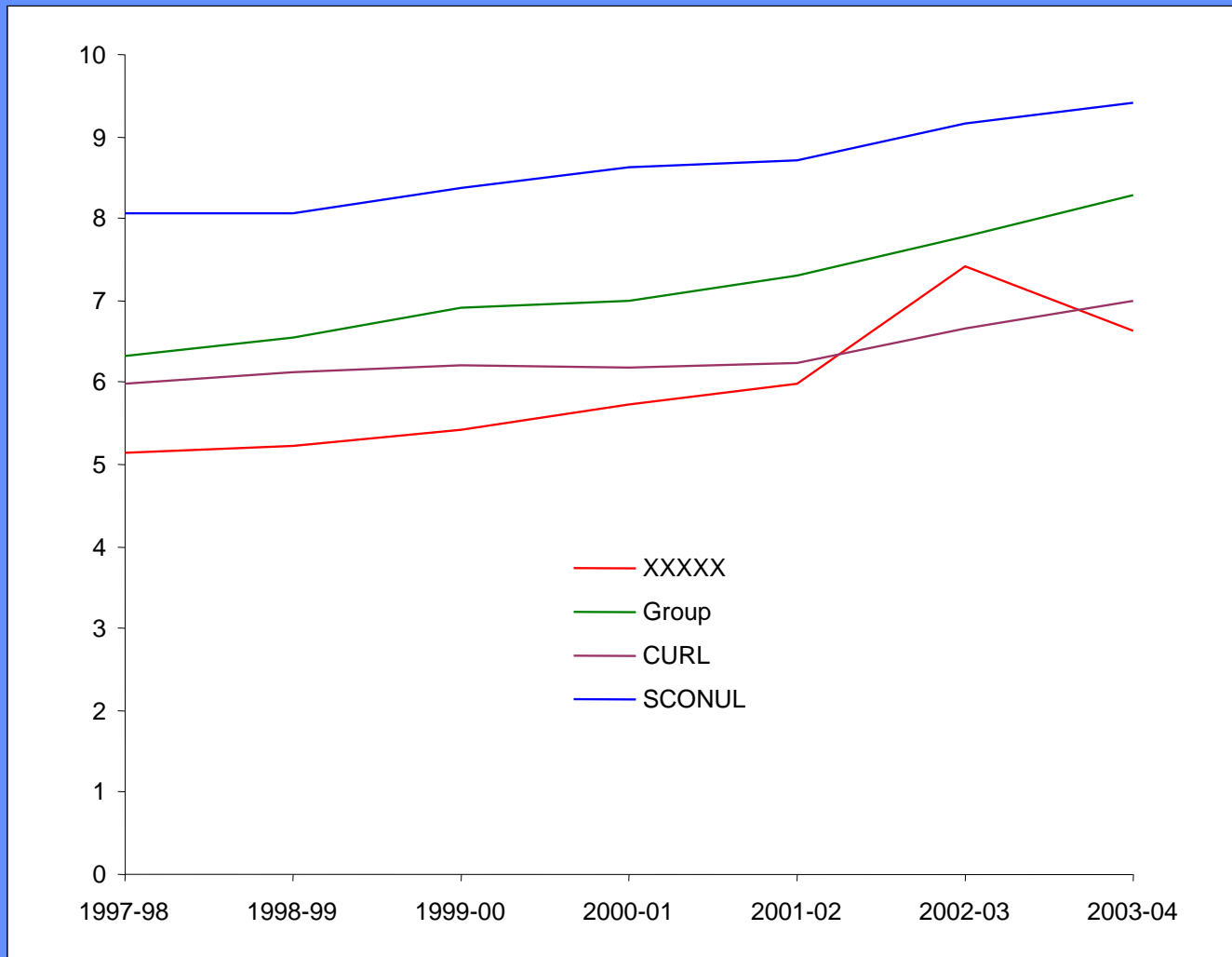
To make changes that lead to quantum and continuous improvements in products, processes and services that result in total customer satisfaction and competitive advantage.

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

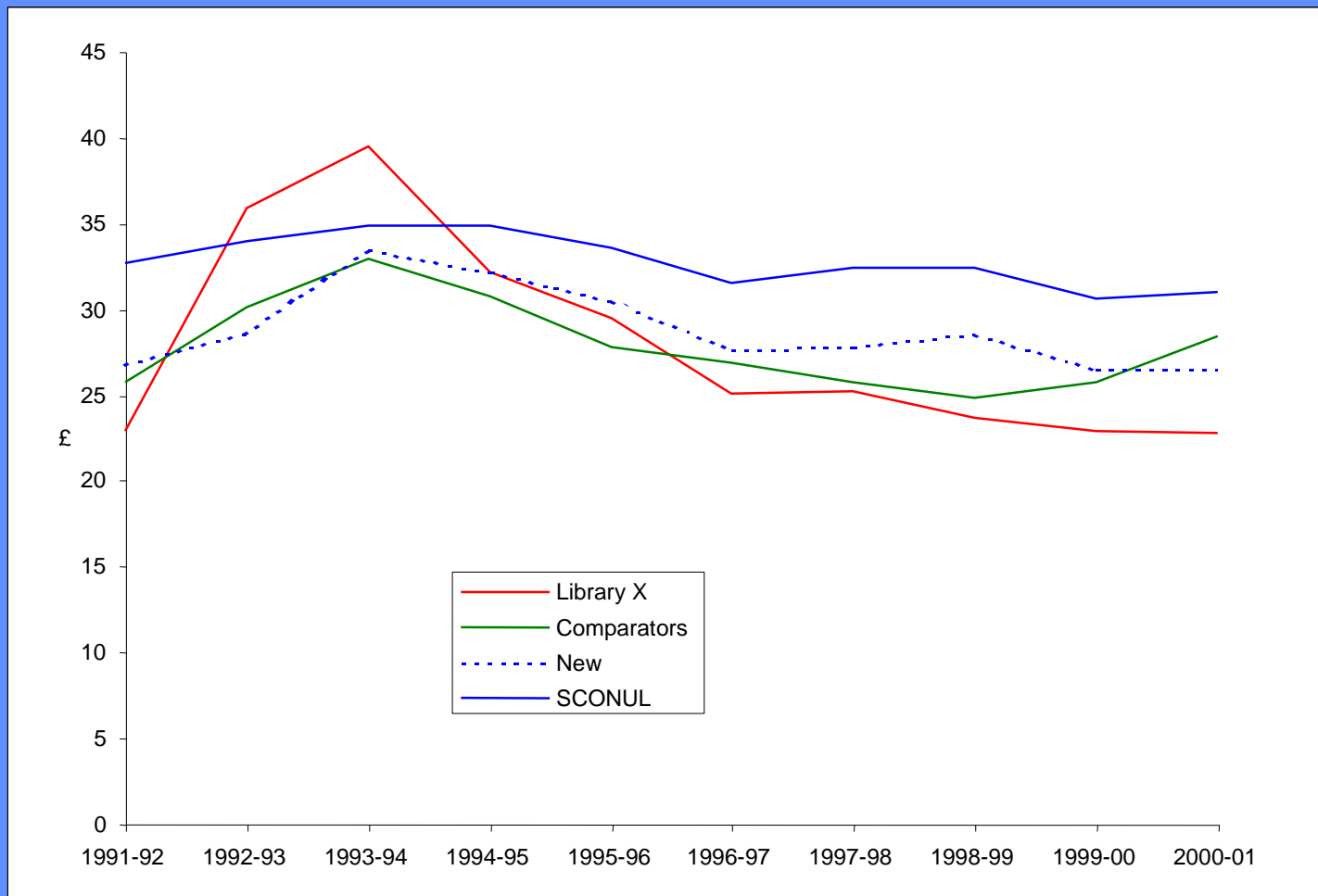
Percentage of requests met in 7,15 & 30 days



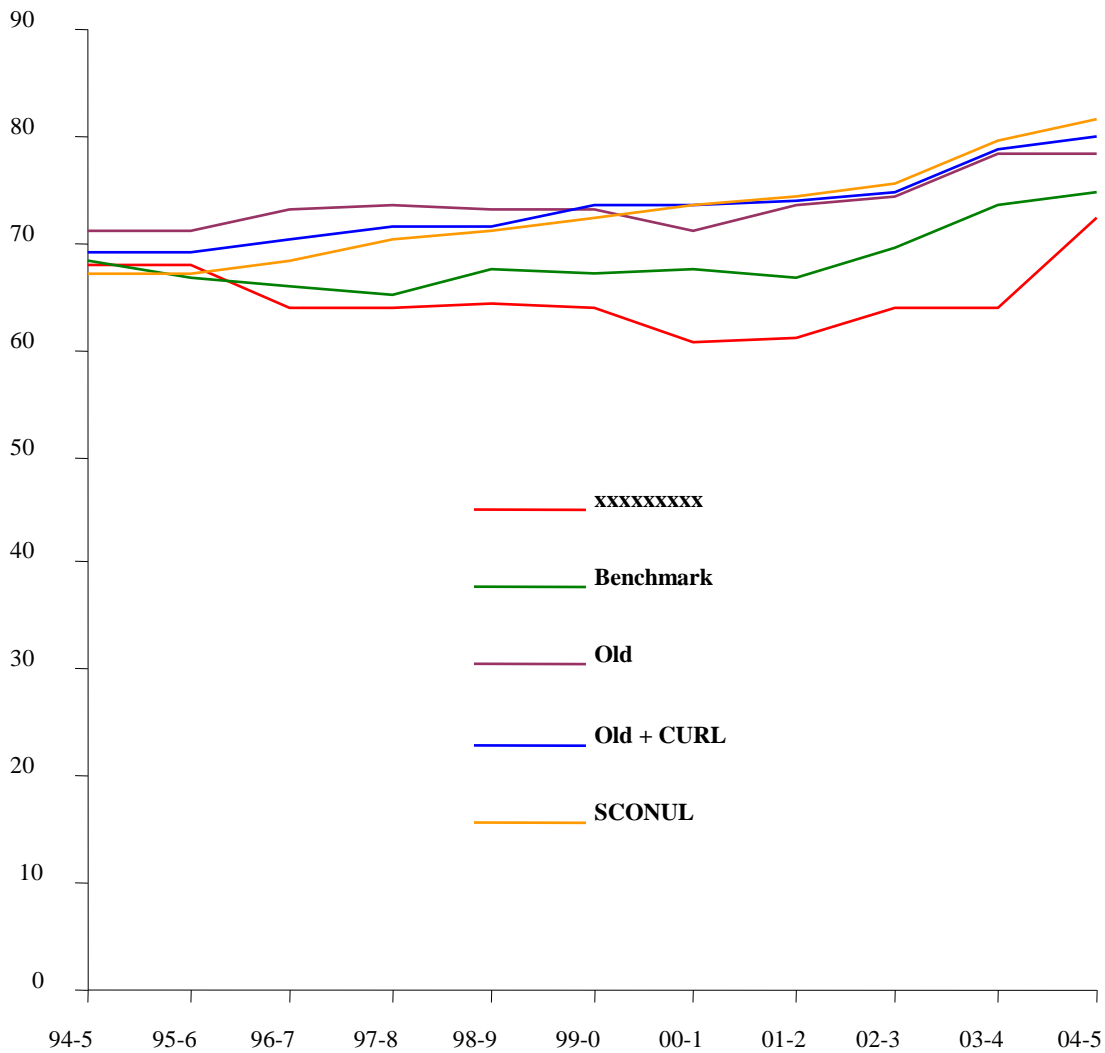
University Library - FTE students per seat



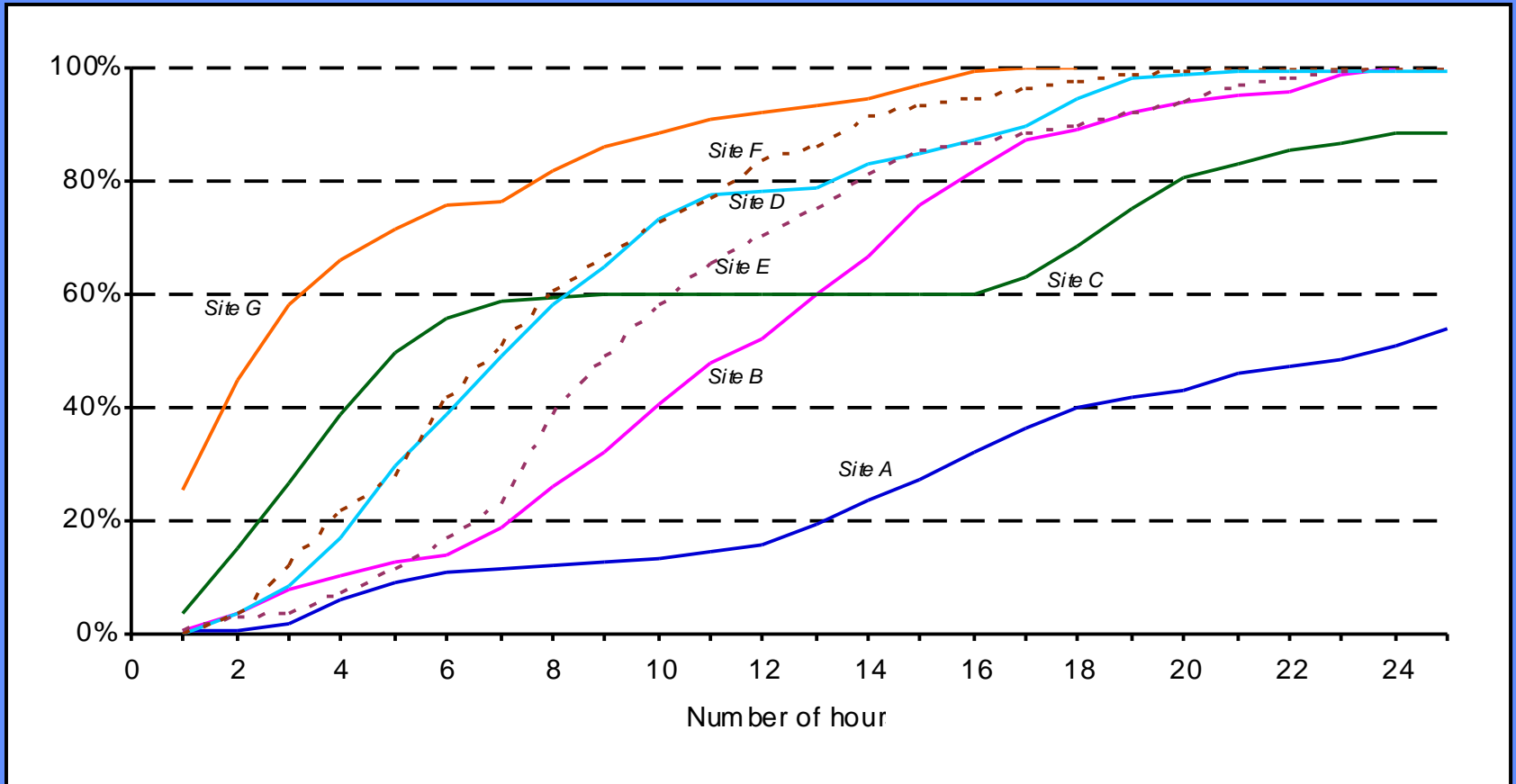
University Library - Book expenditure per FTE student



Average Weekly Opening Hours



Re-shelving and tidying performance

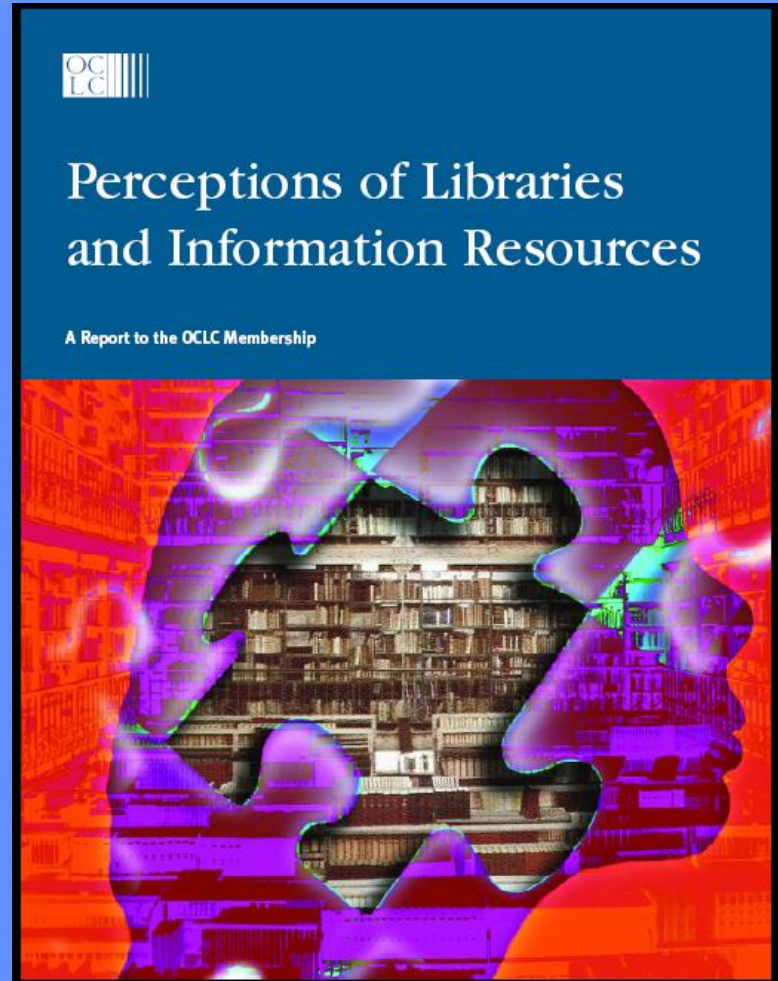
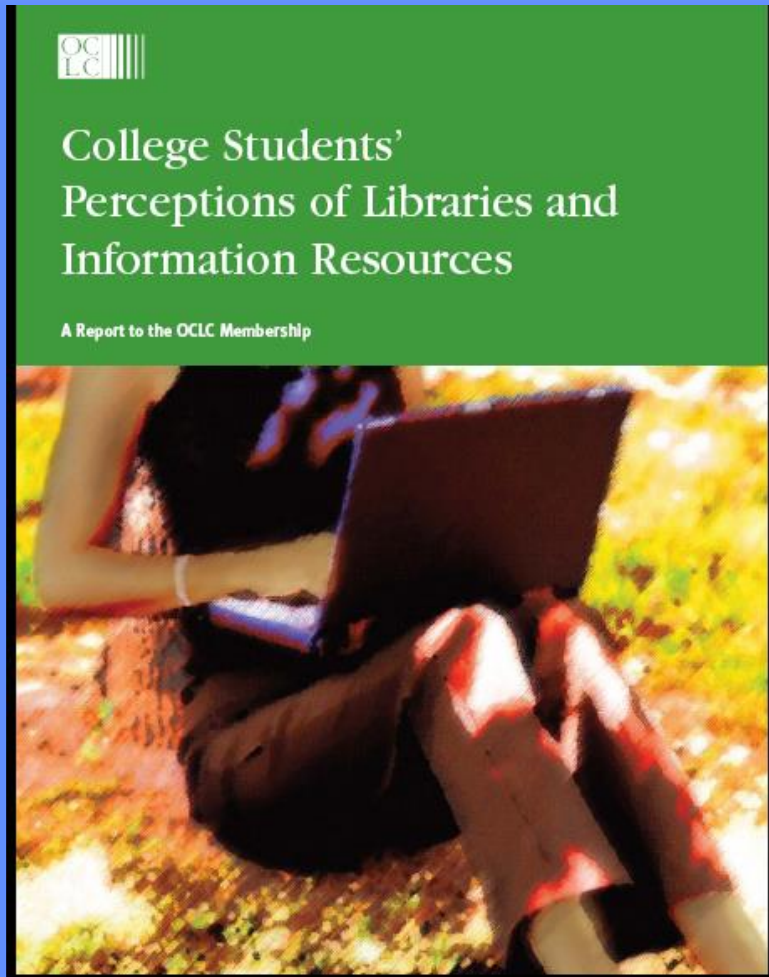


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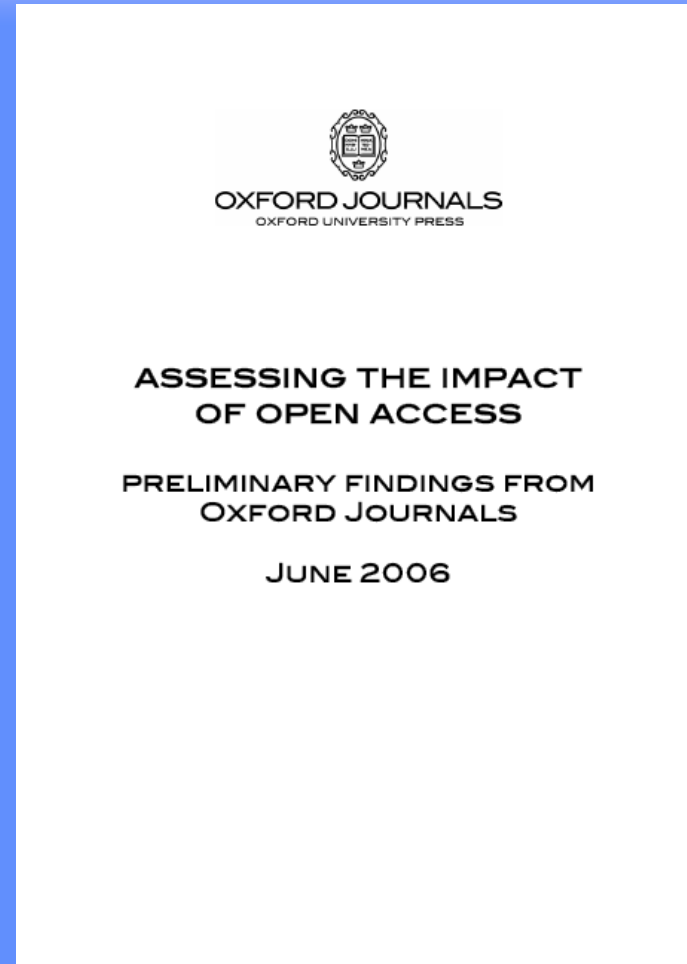
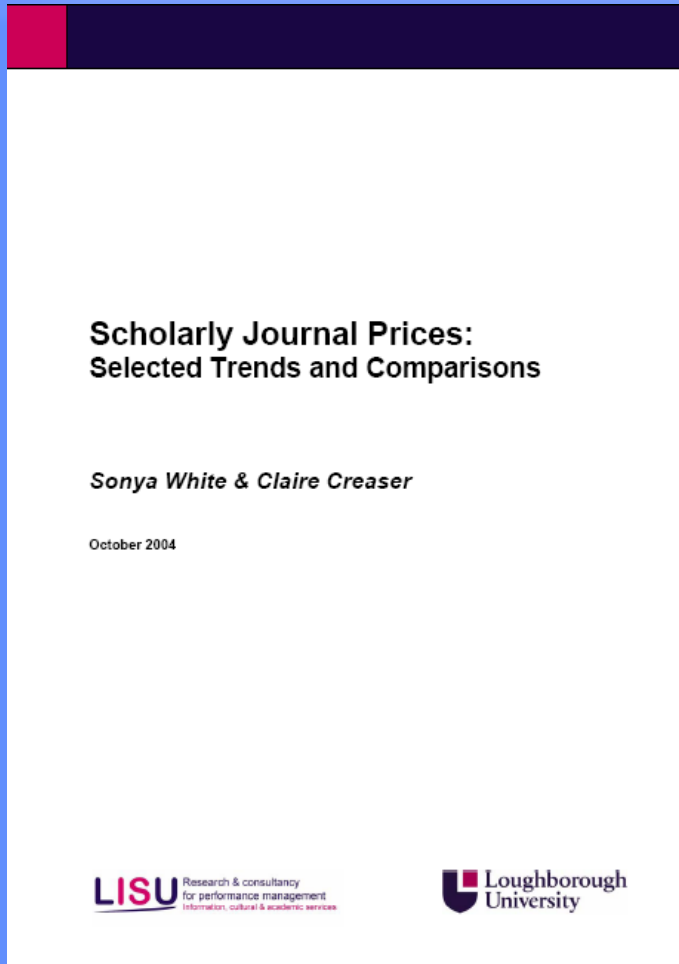
Research Evidence

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

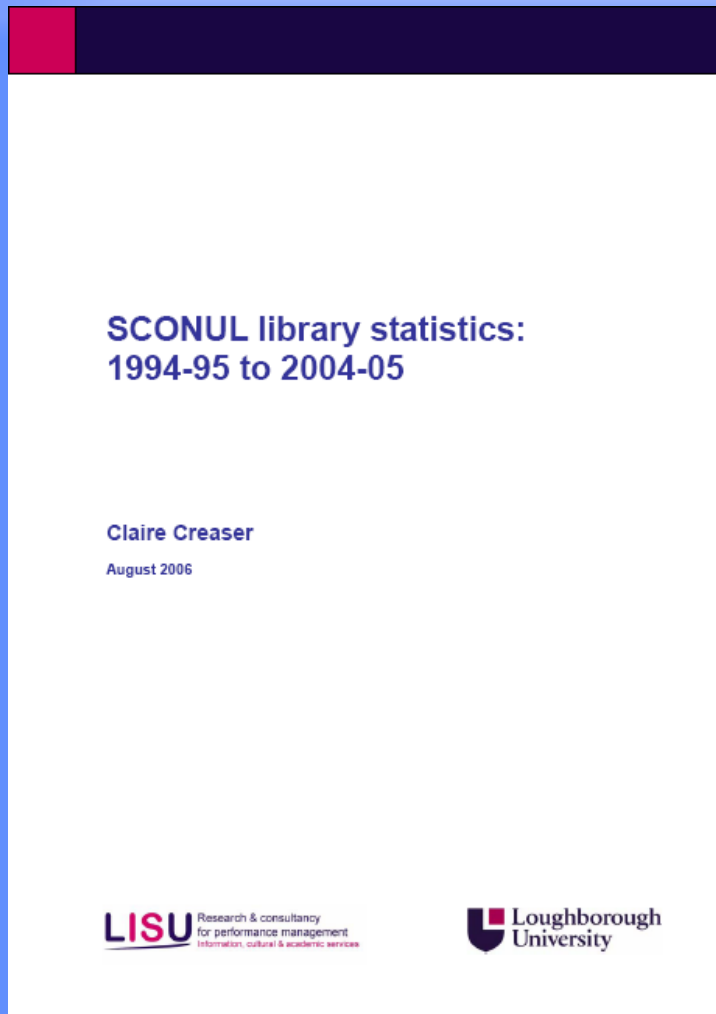
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Performance Evidence Culture –

- **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**

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**What will success look like –
tomorrow???**

- **Optimal Management**
- **Maximised Value Added**
- **Academic Culture/Environment**

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How will we measure success – tomorrow???

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

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‘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.]

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Thank you for your attention.

Questions?

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