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Assessment on Solid Ground: Collaboration between Universities and Academic Libraries in the Context of a Continuous Improvement Plan

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Assessment on Solid Ground: Collaboration between Universities and Academic Libraries in the Context of a Continuous Improvement Plan

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Outline

- I. Library Assessment: 3 Common Motivations
- II. Continuous Improvement Plan, (CIP) Pt. 1: Overview
- III. Continuous Improvement Plan, (CIP) Pt. 2: Data
- IV. Lessons Learned, Part 1: Institutional Perspective
- V. Lessons Learned, Part 2: Library Perspective
- VI. Final Thoughts on Synergy

I. Library Assessment: 3 Common Motivations

Motivation #1:
Assessment as Advocacy

Total FTE 12 Month Enrollment, 2016

Kennesaw State University, '16

29,768

Georgia Southern, '16

18,771

Valdosta State University, '16

9,980

University of West Georgia, '16

11,530

Data Source: ACRL Trends and Statistics Survey 2016

Total Library Expenditures Inc. Fringe, 2016

Kennesaw State University, '16

Georgia Southern, '16

\$4,942,460

\$5,944,580

Valdosta State University, '16

University of West Georgia, '16

\$3,611,018

\$3,046,630

Data Source: ACRL Trends and Statistics Survey 2016

Total Library Expenditures Per Student FTE, 2016

Kennesaw State University, '16

\$166.03

Georgia Southern, '16

\$316.69

Valdosta State University, '16

\$361.83

University of West Georgia, '16

\$264.24

Data Source: ACRL Trends and Statistics Survey 2016

University System of GA, Education & Gen'l Fund (E&G), 2016

Kennesaw State University, '16

Georgia Southern, '16

\$378,821,239

\$276,603,574

Valdosta State University, '16

University of West Georgia, '16

\$136,984,050

\$151,847,528

Data Source: University System of Georgia 2016 Annual Budget Report
http://www.usg.edu/assets/fiscal_affairs/documents/usg_budget_fy16.pdf



Library System

Total Expenditures as a % of E&G / USG '16 Budget

Kennesaw State University, '16

1.30%

Georgia Southern, '16

2.15%

Valdosta State University, '16

2.64%

University of West Georgia, '16

2.01%

Total Library Staff Per 1,000 FTE Students

Kennesaw State University, '16

2.18

Georgia Southern, '16

2.93

Valdosta State University, '16

4.01

University of West Georgia, '16

3.30

I. Library Assessment: 3 Common Motivations

Motivation #2: Assessment as Discovery

Scenario:

- Your library has been granted four million dollars to renovate its information commons. How do you want to spend it? (All eyes are on you. Don't screw it up!)
 - ✓ Focus Group
 - ✓ Survey
 - ✓ Photo Survey and other ethnographic methodologies
 - ✓ ?
 - ✓ ?
- Used for high risk situations where you don't really know the "right" answer
- Used to inform and justify decision making

Assessment as Discovery

Card no	Card name	Choosing a Topic	Databases	Getting Started	Help	Search	Sources
1	Find a Topic	33%		39%		6%	6%
2	Gather Background Information	18%	6%	35%		18%	6%
3	Narrow a Topic	33%		22%		11%	
4	Tools for Searching	6%		17%	11%	50%	6%
5	Websites to Find Topics	33%		28%		17%	17%
6	Brainstorm Keywords	22%		22%		44%	
7	Combine Keywords	6%		28%		61%	
8	Select Keywords	11%		22%		50%	
9	Types of Publications		6%	41%		6%	24%
10	Know the Difference		11%	56%	17%	6%	11%
11	Databases		39%	11%		44%	6%
12	SuperSearch Help	6%	11%	33%	17%	28%	
13	Selected Academic Journals		11%	6%	6%	22%	44%
14	KSU Catalog Search	6%	6%	6%	11%	56%	17%
15	Locating Books			11%	39%	6%	33%
16	Featured [Subject] Books @KSU		6%	6%	6%	22%	44%
17	Searching Tips	6%		41%		41%	
18	General Web Resources		11%	6%		61%	17%
19	[Subject] Websites	6%	11%	11%		22%	39%
20	Search our FAQs			6%	71%	6%	12%
21	The Writing Center			11%	56%		11%
22	Citation Resources	6%		11%		17%	22%
23	Chat with a Librarian				89%		11%
24	More Ways to Ask				78%	6%	6%
25	Contact Me				89%		11%

Card Sorting Template by Donna Spencer, <http://rosenfeldmedia.com/books/card-sorting/#resources>
 Data by Amy Gratz, Kennesaw State University

I. Library Assessment: 3 Common Motivations

Motivation #3: Assessment as Demonstration

II. Continuous Improvement Plan, Part 1: Overview

Continuous Improvement in Higher Education

Assessment should be meaningful and inform the work.



Approach to Continuous Improvement

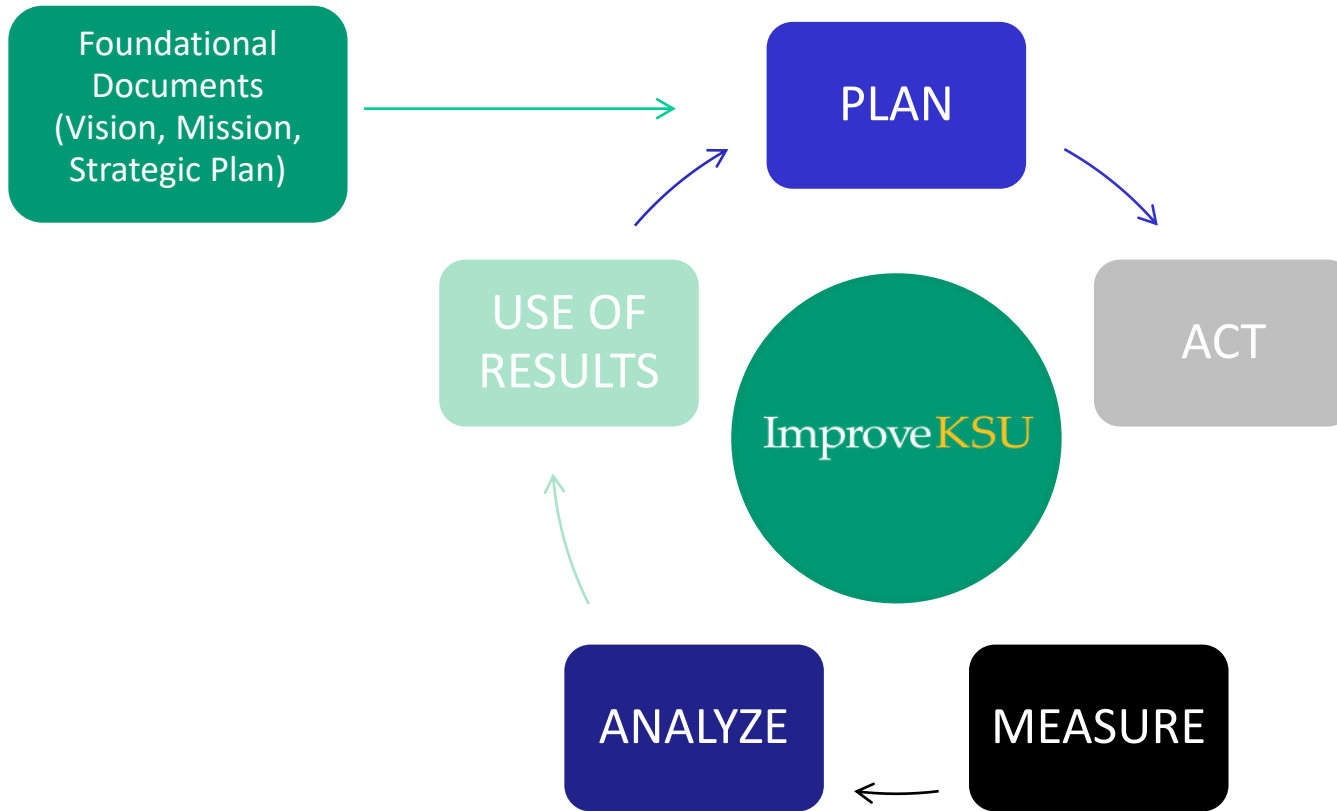
A pig never fattened because it was weighed.



A 5k time does not improve just because of a diet change.

Measure -> Change -> Measure

Assessment Cycle at Kennesaw State



Who Participates?

- Educational Programs
- Administrative Support Services
- Academic Support Services
- Student Support Services
- Research
- Community & Public Services

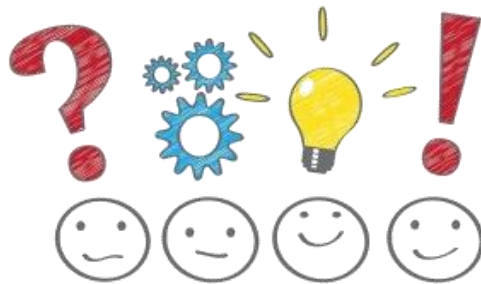


All facets of the university!

Plan: Identify Outcomes & Measures?

Annual Assessment Plan:

- What do we want to know?
 - What should students know and do?
 - What should our unit do?
- How can we measure it?
- Where is there the most room for improvement?



Student Learning Outcomes



- KSU educational units: 3 Student Learning Outcomes
- Knowledge/skill areas with a need for improvement
- Written in clear, succinct language
- Use of action verbs (Bloom's Taxonomy)

Performance Outcomes

- An area of program or unit performance with a need for improvement
- At KSU, 3 Performance Outcomes per unit
 - Educational programs
 - Operational, business, co-curricular, and services units
- Focus may be on incremental improvement or transformational change



Project Roles

Jen's Role

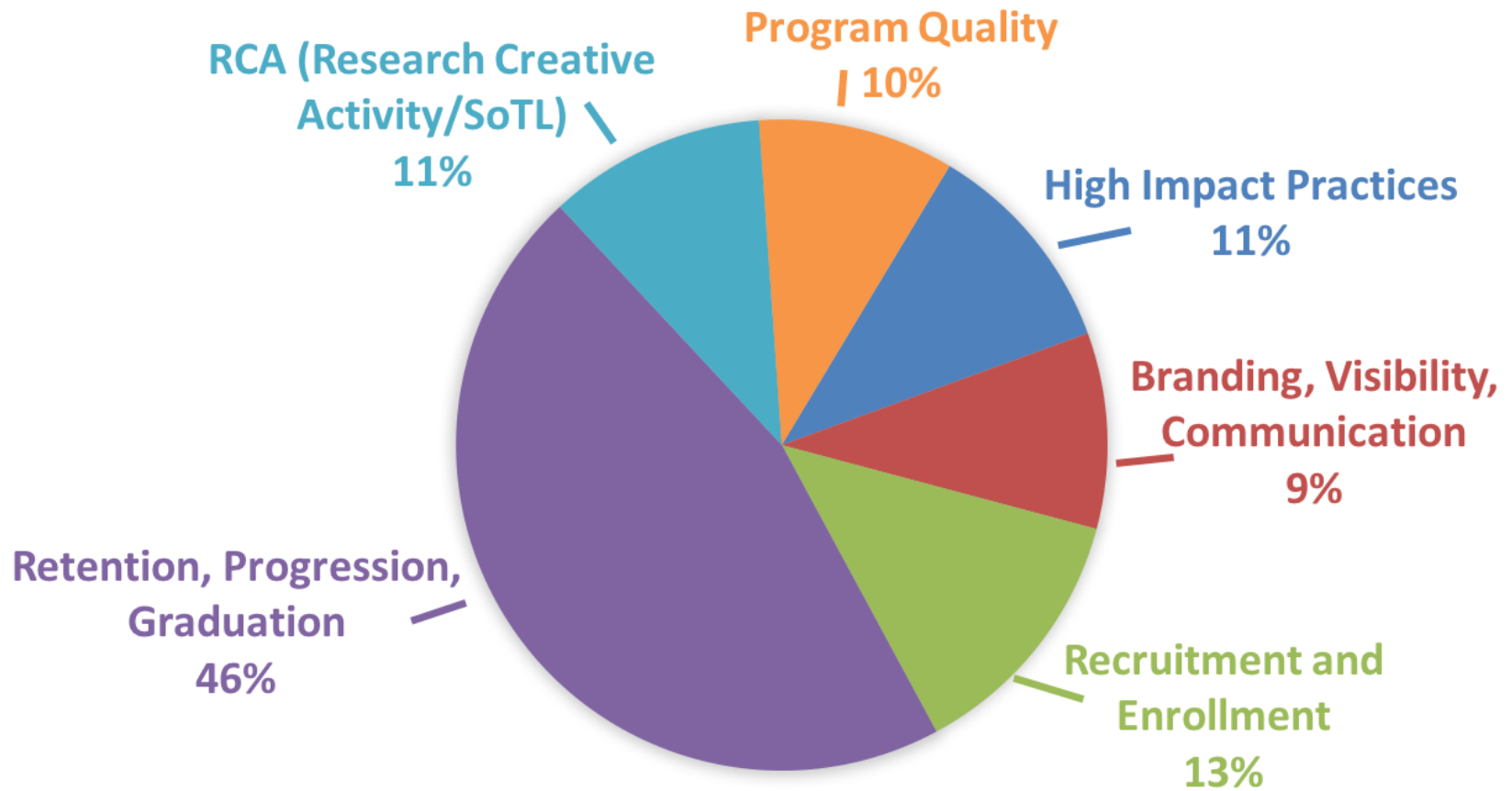
- Advance the Improve KSU initiative
- Inform and educate the campus community about Improve KSU
- Collaborate with assessment leaders in colleges and divisions
- Consult with assessment leads
- Provide qualitative feedback on assessment plans and improvement reports

Michael's Role

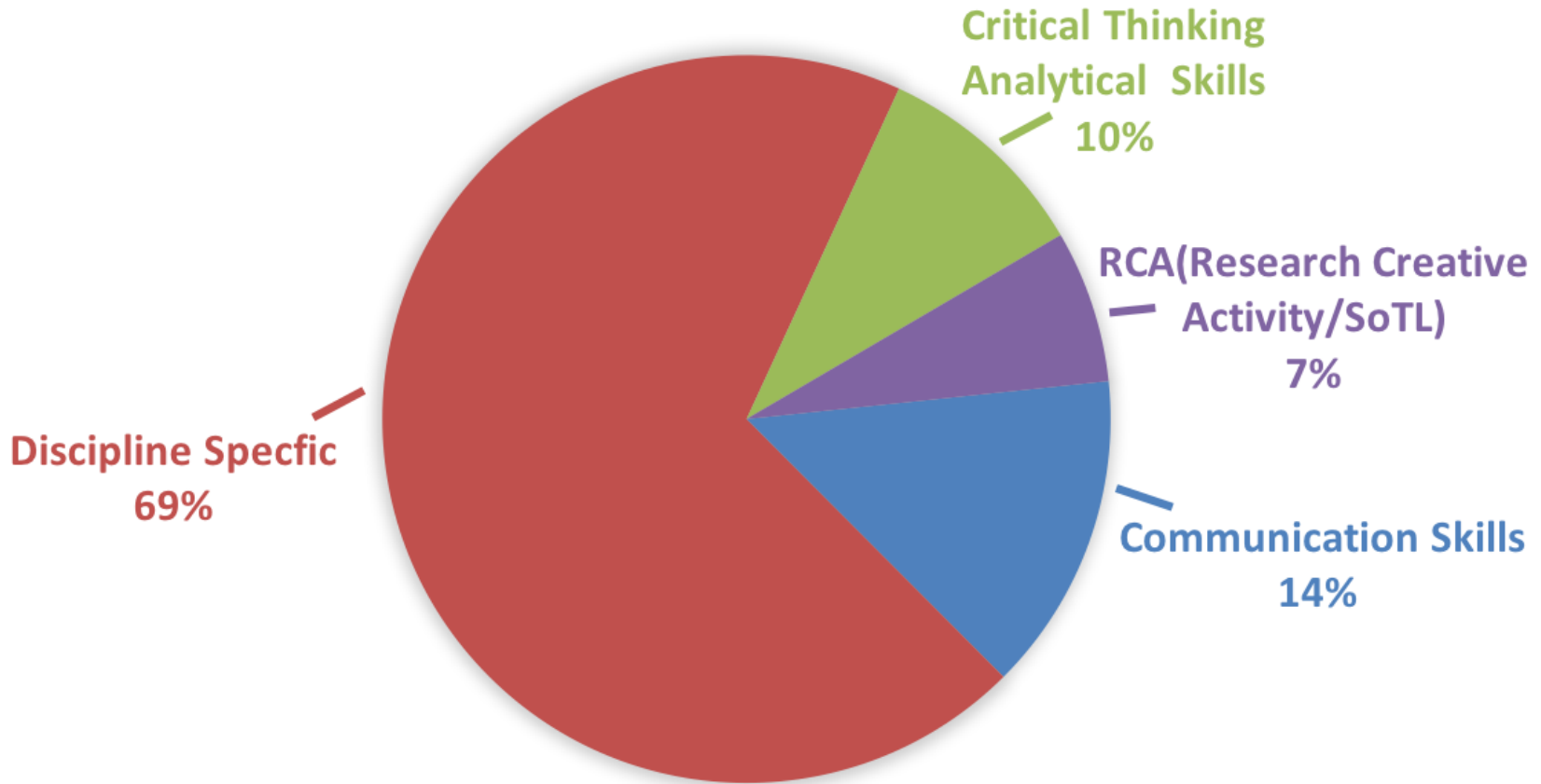
- Liaison between library and university
- Communicated with all Department Heads on outcome creation and data reporting
- Input data for all units into the Improve KSU System
- Mapped all outcomes and units to the KSU strategic plan

III. Continuous Improvement Plan, Part 2: Data

Top Performance Outcome Themes



Top Student Learning Outcome Themes



KSU Library System: Structure

KSU Library System Structure

- Library Administration
 - Access Services
 - Collection Development
 - Facilities
 - Graduate Library Services
 - Research & Instructional Services
 - Technical Services
 - Virtual Services

Improve KSU Specifications

- Department Level
 - 3 Outcomes
 - At least 2 Measures per Outcome
- For Each Unit
 - 3 Outcomes
 - At least 2 Measures per Outcome

Outcome Summary: KSU Library System

- 24 outcomes
- 67 of 71 measures supporting these outcomes
- Unable to provide data on 4 measures
- Outcomes address issues of faculty/staff engagement, professional development support, workflow efficiency, customer satisfaction, collection access, collection relevance, seating, library wayfinding, availability of outlets, marketing of services and resources, staff training, and exposure to library instruction

The Outcome Template

The Outcome Template

- Performance Outcome
- Related to Federal Grant?
- Results
- Documentation (File upload)
- Documented Improvement
- Brainstorming
- Strategy for Improvement

The Measure Template

- Measure 1
 - Measure 1, Data Source
 - Measure 1, Direct or Indirect
- Measure 2
 - Measure 2, Data Source
 - Measure 2, Direct or Indirect

Library Facilities Unit: Outcome 1

- Increase available seating for the KSU Library System
 - Measure 1: Seat count of both Sturgis and Johnson Libraries
 - Measure 2: List of types of available seating
 - Measure 3: Benchmark of available seating at peer institutions
 - Measure 4: User satisfaction survey item on availability of seating

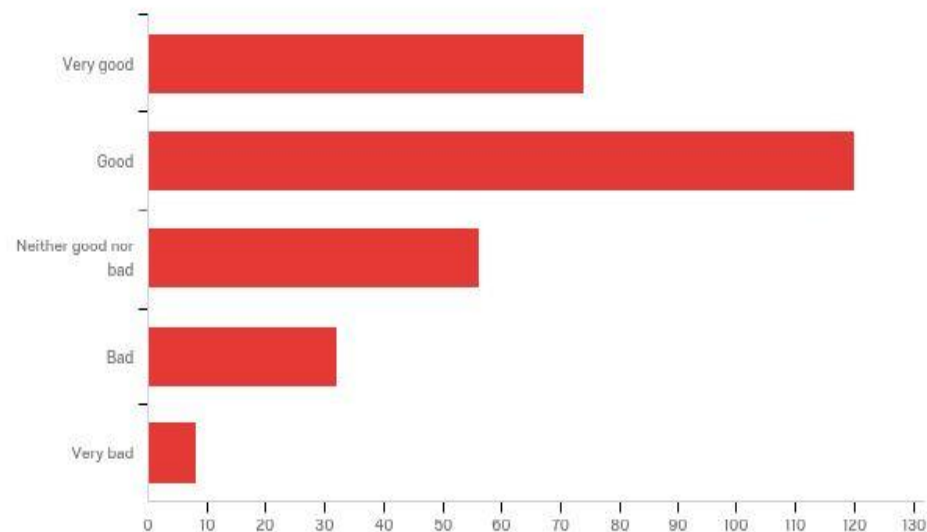
Library Facilities Unit: Outcome 1, Measure 3 Results

University	FTE	Seat Count	Seats as % of FTE
Georgia Southern	18,771	2,200	11.7%
Kennesaw State	29,768	1,309	4.4%
Univ. of W. GA	11,530	780	6.8%
Valdosta State	9,980	1,160	11.6%

Library Facilities Unit: Outcome 1, Measure 4 Results

- User satisfaction survey item on availability of seating
- 66.9% of respondents answered either *Very good* or *Good* to the question "How would you rate the availability of seating in the library building?"

Q7 - How would you rate the availability of seating in the library building?



Access Services Unit: Outcome 2

- Increase patron satisfaction training via Center for University Learning
 - Measure 1: Number of staff trained in customer service
 - Measure 2: Number of hours of customer service training
 - Measure 3: Survey item responses on customer service satisfaction

Access Services Unit: Outcome 2

- Increase patron satisfaction training ~~via Center for University Learning~~
 - Measure 1: Number of staff trained in customer service
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Access Services Unit: Outcome 2

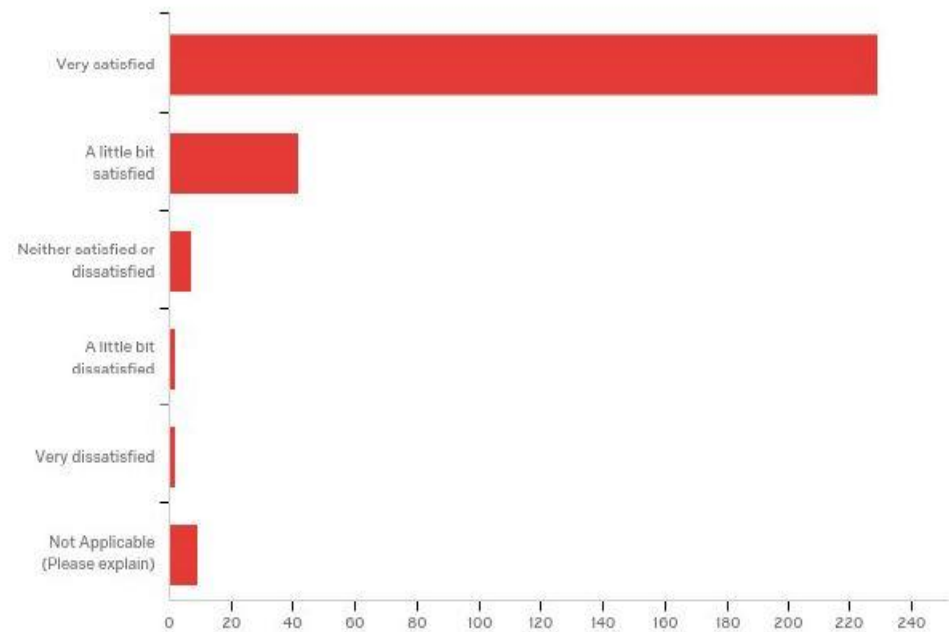
- Increase patron satisfaction training ~~via Center for University Learning~~
 - Measure 1: Number of staff trained in customer service
 - Measure 2: Number of hours of customer service training
 - Measure 3: Survey item responses on customer service satisfaction

Access Services Unit: Outcome 2, Measure 3 Results

- Survey item responses on customer service satisfaction
- 93.1% of respondents answered either *Very satisfied* or *A little bit satisfied* to the question "How satisfied are you with the helpfulness of library staff at the checkout Desk?"

Q3 - How

satisfied are you with the helpfulness of library staff at the Checkout Desk?



Each Outcome was Mapped to every level of the KSU Strategic Plan: Mission, Goal, Objective, Action Step

Items This Performance Outcome Supports

Type	Number	Name	Start Date	End Date	Provider
Strategic Mission		University Mission Statement	07/01/2014	06/30/2018	Kennesaw State University
Strategic Goal	2	Excellence and Innovation	07/01/2014	06/30/2017	Kennesaw State University
Strategic Goal	3	Recruitment, Retention, Progression, and Graduation	07/01/2014	06/30/2017	Kennesaw State University
Strategic Goal	4	Engagement and Prominence	07/01/2014	06/30/2017	Kennesaw State University
Strategic Goal	5	Diversity and Inclusion	07/01/2014	06/30/2017	Kennesaw State University
Strategic Goal	6	Operational Efficiency and Effectiveness	07/01/2014	06/30/2017	Kennesaw State University
Strategic Goal	Other	Institutional Priority: Enhance Student and Community Life	07/01/2014	06/30/2017	Kennesaw State University

Outcomes Mapped to KSU Strategic Plan

<i>Unit</i>	Library Admin.			Access Svcs.			Coll. Development			Grad. Library			Library Facilities			Research & Inst.			Tech. Svcs.			Virtual Svcs.		
<i>Outcome #</i>	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
Mission																								
Goal I																								
Obj. 1																								
1.1.1																								
1.1.2																								
1.1.3																								
1.1.4																								
Obj. 2																								
1.2.1																								
1.2.2																								
Goal II																								
Obj. 1																								
2.1.1																								
2.1.2																								
2.1.3																								
2.1.4																								
2.1.5																								
2.1.6																								
2.1.7																								
2.1.8																								
Obj. 2																								
2.2.1																								
2.2.2																								
2.2.3																								
2.2.4																								
2.2.5																								
Obj. 3																								
2.3.1																								
2.3.2																								
2.3.3																								

IV. Lessons Learned, Part 1: Institutional Perspective

Planning SLOs for Improvement



- Failing to involve faculty
- Identifying too many SLOs for improvement
- Focusing on multiple knowledge/skill areas within one outcome
- Writing SLOs in vague terms
- Failing to define *observable* behaviors

Planning the Measures

- Failing to involve faculty and staff
- Failing to use existing measures
- Using course grades and passing rates as measures of SLOs
- Attempting to measure too many things
- Creating unmanageable data collection processes
- Setting targets too high, too low, or without meaning



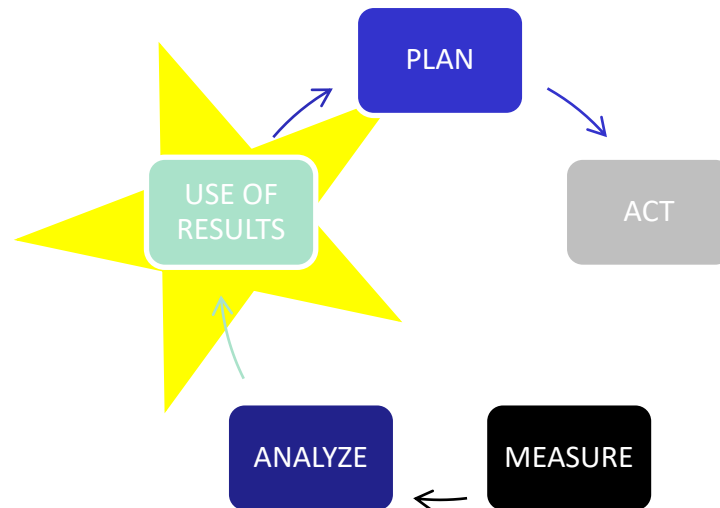
Act – Implementing the Plan

- Failing to communicate the expected outcomes
- Letting desired outcomes “fall off the radar”
- Failing to set up organized processes for collecting the data
- Failing to collect the data at all!



Use of Results

- Over-complicating the analyses or written report
- Failing to share the results and how they will be used
- Failing to identify and implement strategies for improvement



V. Lessons Learned, Part 2: Library Perspective

Lesson Learned #1: Some Outcomes Work Better than Others

- Outcomes based on core unit processes preferable to outcomes based on one-off projects
- Improvement is about time and projects are finite.
- What are the key performance indicators for each library unit?
 - The Government measures the US economy by common metrics.
 - What is the library equivalent of the Unemployment Rate?
 - What is Technical Services' equivalent of the Durable Goods Order?

Lesson Learned #2: Writing Outcomes Can be Difficult (even for the experts).

- It can be difficult to see all potential issues in advance
 - Ex) Library System Outcome 2: Demonstrate a commitment to ongoing professional development by maintaining and enhancing knowledge and skills for Library System faculty and staff.
 - Measure 1: Number of library faculty and staff attending state, national and international conferences
 - What about trainings, seminars, course enrollments?
 - Measure 1 as stated here is not inclusive enough given the scope of the outcome.

VI. Final Thoughts on Synergy

Continuous Improvement = Solid Foundation

- A continuous improvement plan administered by the university provides the “position of strength” from which you can strike out on deeper or more nuanced assessments.
- It covers the bases of accreditation and university accountability, freeing up library assessment professionals for “deep dives” of discovery.

Plan for Year 2

- Carry over all viable outcomes into year 2
- If unviable, substitute outcomes that are essential or inherently suggestive of success for a library unit or library as a whole.
 - Ex) For the Research and Instructional Services Department, this might be exposing all first year students to quality library instruction.
- What about Reference, Research Guides, one-on-one consultations, GovDocs?
- Avoid outcomes only indirectly related to library success.
 - It is not about the training, it is about the impact of the training.

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Assessment Efficiency

- Look for opportunities to repurpose data to satisfy multiple agendas.
 - This was still a lot of work for everyone involved so finding efficiencies is important.
 - Ex) Analysis of library seating works great for continuous improvement and it is also a very compelling metric for the advocacy agenda.

Other Uses of Assessment Data

- Inform the development of university strategic plan through common themes
- Measure progress for university and unit strategic plan
- University and specialized accreditation/reaffirmation
- Program review
- Other assessment initiatives



A Culture of Continuous Improvement

- Begin with a core set of institutional values
- Communicate expectations and model the process
- Involve all facets of the university
- Utilize and build on existing tools and programs
- Identify and communicate common ties among initiatives
- Communicate how assessment results have been used for improvement
- Keep continuous improvement “top of mind” and part of the institutional lexicon
- Integrate with HR systems: job descriptions, performance reviews, recognition and reward systems



Improve KSU Resources

Improve KSU Website

<http://oie.kennesaw.edu/improve-ksu/index.php>

- Handbook
- Online system guide
- One-Page “Tip Sheets”
- Example Assessment Plans and Improvement Reports
- Tutorials and Videos



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Kennesaw State University
Library System

Transforming

Collections ♦ Facilities ♦ Organization ♦ Services



Library System