

“Looking Ahead: The Future of Performance Metrics

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Association of Research Libraries

NISO Webinar



StatsQUAL®



LibQUAL+®



ARL Statistics®



DigiQUAL®



MINES
For Libraries®



ClimateQUAL®

Organizational
Performance
Assessment

Scenarios

Effective,
Sustainable,
and Practical
Assessment

ARL
Profiles

Balanced
Scorecard

Return on
Investment
Lib-Value

StatsQUAL+®



StatsQUAL® is a gateway to library assessment tools that describe the role, character, and impact of physical and digital libraries. Through StatsQUAL®, libraries gain access to a number of resources that are used to assess library's effectiveness and contributions to teaching, learning, and research. StatsQUAL® presents these tools in a single powerful interactive framework that integrates and enhances data mining and presentation both within and across institutions.



ARL Statistics™

ARL Statistics™ is a series of annual publications that describe the collections, expenditures, staffing, and service activities for ARL member libraries.

► [Visit ARL Statistics™](#)



DigiQUAL®

The DigiQUAL® project is modifying and repurposing the existing LibQUAL+® protocol to assess the services provided by digital libraries.

► [Visit DigiQUAL®](#)



LibQUAL+®

LibQUAL+® is a rigorously tested Web-based survey that libraries use to solicit, track, understand, and act upon users' opinions of service quality.

► [Visit LibQUAL+®](#)



MINES for Libraries®

MINES for Libraries® is an online transaction-based survey that collects data on the purpose of use of electronic resources and the demographics of users.

► [Visit MINES for Libraries®](#)



ClimateQUAL®

ClimateQUAL®: Organizational Climate and Diversity Assessment is an assessment of library staff perceptions concerning (a) their library's commitment to the principles of diversity, (b) organizational policies and procedures, and (c) staff attitudes.

► [Visit ClimateQUAL®](#)

ARL Statistics® Interactive Edition

The screenshot displays the ARL Statistics Interactive Edition website. At the top left is the ARL Statistics logo with the tagline "Annual Library Statistics". To the right, it says "Powered by: StatsQUAL®". A user greeting "Welcome, Martha | My Account | Logout" is visible in the top right. A navigation bar contains "Survey Management Center" (highlighted), "ABOUT", "ANALYTICS", "NEWS", "PUBLICATIONS", and "EVENTS". The main content area is titled "Home > Analytics" and includes a sub-navigation menu with "About", "Institutional Data", "Ranked Lists", "Summary Stats", "Graphs", "Download Data", "Investment Index", and "Help". The main text states: "The current ARL statistics include data on collections, staffing, expenditures, library services, and library and university characteristics for the ARL university libraries. This site will allow you to:" followed by a bulleted list of features: review library data, generate rankings, create graphs, generate summary statistics, download data by year, and review the ARL index. A "History" section follows, explaining the data's origin from 1907-08 and its current use. A link "here" is provided for the revised edition.

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ARL Statistics™
Annual Library Statistics

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Survey Management Center

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The current ARL statistics include data on collections, staffing, expenditures, library services, and library and university characteristics for the ARL university libraries.

This site will allow you to:

- review the library data collected by ARL
- generate rankings of institutions by selected criteria
- create graphs from the data
- generate summary statistics for all ARL libraries
- download the data by year in spreadsheet format
- review the ARL index and membership criteria

History
Statistics have been collected and issued annually for the members of the Association of Research Libraries since 1961-62. Before that, annual statistics for university libraries had been collected by James Gerould, first at Minnesota and later at Princeton. These data cover the years 1907-08 through 1961-62, and are now called the Gerould statistics. The whole data series from 1908 to the present represents the oldest continuing library statistical series in North America. The current ARL statistics include data on collections, staffing, expenditures, library services, and library and university characteristics.

The Gerould Statistics are now available in a revised edition [here](#).



What is LibQUAL+®?

LibQUAL+® is a suite of services that libraries use to solicit, track, understand, and act upon users' opinions of service quality. These services are offered to the library community by the Association of Research Libraries (ARL). The program's centerpiece is a rigorously tested Web-based survey bundled with training that helps libraries assess and improve library services[more](#)

THE BIRTH OF LibQUAL+®?

In 1999, Fred Heath and Colleen Cook, both then at Texas A & M University, realized that use of "input" variables, such as collection or serials counts, were limited as measures of library service quality....[more](#)

THE LibQUAL+® SURVEY?

Since 2000, more than 1,000 libraries have participated in LibQUAL+® domestically and internationally, with participating institutions in Africa, Australia, Asia, and Europe.... [more](#)

VIEW A SAMPLE SURVEY?

The LibQUAL+® survey is a two-page, web-based instrument. For more information about the survey instrument, [click here...](#)

Register for LibQUAL+®

Sign up and register here to start a LibQUAL+® survey.

[+ REGISTER NOW](#)

NEWS

- + 12/15/2009: [Launching New Website](#)
- + 9/22/2009: [Register for the 2010 LibQUAL+® survey!](#)
- + 2/20/2009: [LibQUAL+® Share Fair, Chicago, July 13, 2009: Call for Entries](#)

[+ MORE NEWS](#)

How will LibQUAL+® benefit your library users?

Library administrators have successfully used LibQUAL+® survey data to identify best practices, analyze deficits, and effectively allocate resources. LibQUAL+® gives your library users a chance to tell you where your services need improvement so you can respond to and better manage their expectations. Institutional data and reports enable you to assess whether your library services are meeting user expectations—and develop services that better meet these expectations.



LibQUAL+® Top 10 Resources

A Google™ search on "LibQUAL+" yields approximately 100,000 hits, and more than 50 refereed journal articles have been published on the protocol. To use to learn about LibQUAL+®...

EVENTS

- + 5/24/2010: [2010 LibQUAL+® and Beyond](#) - Glasgow, Scotland
- + 2/5/2010: [2010 Introduction to LibQUAL+®](#) - London, England
- + 1/18/2010: [LibQUAL+® Training Sessions](#) - Boston, MA

[+ MORE EVENTS](#)

PUBLICATIONS

- + [Describing the Research Library of the 21st Century: The ARL Profiles](#)
- + [Library Assessment Conference 2008, Seattle, Washington August 4-7: Recap & Evaluation](#)
- + [Library Quality Assessment through LibQUAL+®](#)

[+ MORE RESOURCES](#)



LibQUAL+

Charting Library Service Quality



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Survey
Management Center

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Home

Management Center

- + Register for Surveys
- + Manage Surveys
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Admin Tools

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 - > Question Bank
 - > Header Bank
 - > Instruction Bank
 - > Element Bank
- + Survey Registration
- + Manage Organizations/Users
- + Manage Consortia
- + Manage Languages
- + Manage Demographic Types
- + Manage Regions

The analytics engine is under construction. Thank you for your patience as we migrate content and verify data to this page during the coming months. For survey years not in the list, please visit <http://old.libqual.org>.

Disseminating Results

Institutions may share their OWN data within their institutions in any way they see appropriate for promoting and improving library services. Institutions should NOT use other libraries' data in ANY WAY that would compromise and harm the reputation of other institutions. Institutions may use other libraries' data in a confidential manner without disclosing the institutional identity of other libraries. Access to this password-protected area where the results from LibQUAL+® are posted should be controlled by the director, or the designated coordinator, of the participating library.

In a "New Measures" environment, if we are to learn from one another and improve libraries, we must refrain from comparisons that suggest that some institutions are better than others based on the LibQUAL+® protocol. LibQUAL+® allows institutions to compare user PERCEPTIONS of service delivery against expectations; a library may assert that it is doing a better job of meeting user expectations (based on Gap Scores), than another but it is not useful to assert that a library is BETTER than another. Libraries may compare their results with those of peer institutions for identifying best practices and emulation in meeting user expectations and in managing user perceptions. Perceptions and attitudes can change rapidly as a result of local circumstances; rank ordering is not useful in this context. LibQUAL+® attempts to serve as a tool for local diagnostic purposes and cross-institutional comparisons for learning from one another.

LibQUAL+® is only one of multiple methods an institution may adopt in evaluating their services regularly and systematically to ensure that they are meeting the needs of their users. ARL will continue to offer opportunities for libraries to share their experiences and uses of the data so that libraries can learn how to better meet user expectations from an exemplar and identify best practices in the area of meeting user expectations and managing user perceptions.

Institution Explorer Longitudinal Analysis

Master Survey:

Institution:

[Calculate Statistics](#)

MINES for Libraries™

- MINES is a transaction-based research methodology consisting of a web-based survey form and *a random moments sampling plan*
- MINES typically measures who is using electronic resources, where users are located at the time of use, and their **purpose of use** *in the least obtrusive way*
- MINES was adopted by the Association of Research Libraries (ARL) as part of the “New Measures” toolkit in May, 2003.

[ABOUT](#)[CORE CONCEPTS](#)[PARTNERS](#)[PUBLICATIONS](#)

What is ClimateQUAL®?

ClimateQUAL®: Organizational Climate and Diversity Assessment is an assessment of library staff perceptions concerning (a) their library's commitment to the principles of diversity, (b) organizational policies and procedures, and (c) staff attitudes. It is an online survey with questions designed to understand the impact perceptions have on service quality in a library setting.

ClimateQUAL® aims to:

- Foster a culture of healthy organizational climate and diversity;
- Help libraries better understand staff perceptions of organizational climate and diversity;
- Facilitate the on-going collection and interpretation of staff feedback;
- Identify best practices in managing organizational climate; and
- Enable libraries to interpret and act on data.

ABOUT

Access the informational video, and learn ClimateQUAL®'s history and benefits to your institution.

CORE CONCEPTS

Explore the climate scales measured by the ClimateQUAL® survey.

FAQS

Answers to commonly asked questions about the ClimateQUAL® survey.

Now Accepting Registrations for ClimateQUAL® 2010!

[Contact the ClimateQUAL® Team](#) to participate in 2010.

NEWS

- + [ClimateQUAL™ Launches New Site](#)
- + [ClimateQUAL™ Article in "C&RL News"](#)

[+ MORE NEWS](#)

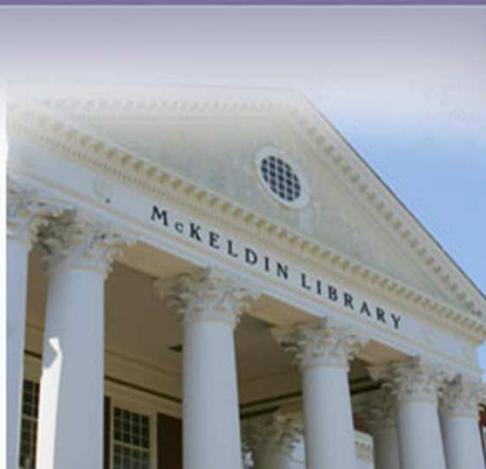
EVENTS

- + [ClimateQUAL™ Partners Meeting, January 2010](#)
- + [ClimateQUAL™ Partners Meeting, July 2009](#)
- + [ARL Assessment @ the ACRL 14th National Conference](#)

[+ MORE EVENTS](#)

PUBLICATIONS

- + [Lowry and Hanqes Published in "portal: Libraries and the Academy"](#)

[+ MORE PUBLICATIONS](#)

Organizational Performance Assessment (OPA)

- From 2005-2010, site visits by Jim Self, Steve Hiller, and partially, Martha Kyrillidou through the Effective, Sustainable and Practical Assessment program:

<http://www.arl.org/stats/initiatives/esp/index.shtml>

- Organizational Performance Assessment (OPA) will focus on:
 - Integrating Strategy Management
 - Preparing for Institutional Accreditation
 - Understanding User Behaviors for Service Development & Improvement
 - Enhancing Library Assessment

More information by November

Scenarios

<http://www.arl.org/rtl/plan/scenarios/index.shtml>

- How do we transform our organization(s) to create differential value for future users (individuals, institutions, and beyond), given the external dynamics redefining the research environment over the next 20 years?
- Critical uncertainties:
 - What will be “research” and how will it be done?
 - What will be different about users and their needs?
 - Digitization of content
 - Control of and Access to Information
 - Future of Intellectual Property
 - Technology
 - Viability of Higher Education
 - Funding and Budget Challenges

Critical Strategic Challenges

<http://www.arl.org/bm~doc/scenarios-data-gathering-summary-082010.pdf>

- Achieving and growing relevancy in the Future
- Ability to change and adapt – How do we transform ourselves?
- Rethinking individual versus collaborative identify
- Leadership and Personnel of the Future

VISIONS

“Library as legacy responsible for centuries of scholarly work

Library as infrastructure, space with technology expertise

Library as repository for long-term archive

Library as portal, guide to information of relevance and quality

Library as enterprise doing new business development for the academy

Library as public interest, providing advocacy for supportive information policies”

ARL Profiles: themes

<http://directors.arl.org/wiki/institution-profiles>

- Development/Fund Raising/Grantsmanship - activities/staffing/successes
- Digital publishing (i.e. OJS)
- E-science/Data curation and management
- Collaborations across all levels and on/off campus
- Scholarly communication (open access/author rights, etc.)
- Assessment activities (i.e. data portals, data driven decisions)
- Space utilization (innovative renovations/uses, gate counts, etc)
-

ARL profiles: themes (con't)

<http://directors.arl.org/wiki/institution-profiles>

- Use of social networking tools/mobile applications
- Staffing changes (i.e. new or reworked positions, new job titles, degree requirements)
- Collaborative collection building/development
- Warehousing/remote storage (shared/individual, on/offsite, active use/dark archive, etc.)
- Instruction activities - current statistics include actual classroom instruction but do not capture efforts preparing materials for asynchronous instruction or the use of those materials (web guides, podcasts, etc.)
- Digitization efforts beyond or more specific than those already collected in the Supplementary Statistics (IRs, created and converted digital collections, etc.)

Library Scorecard

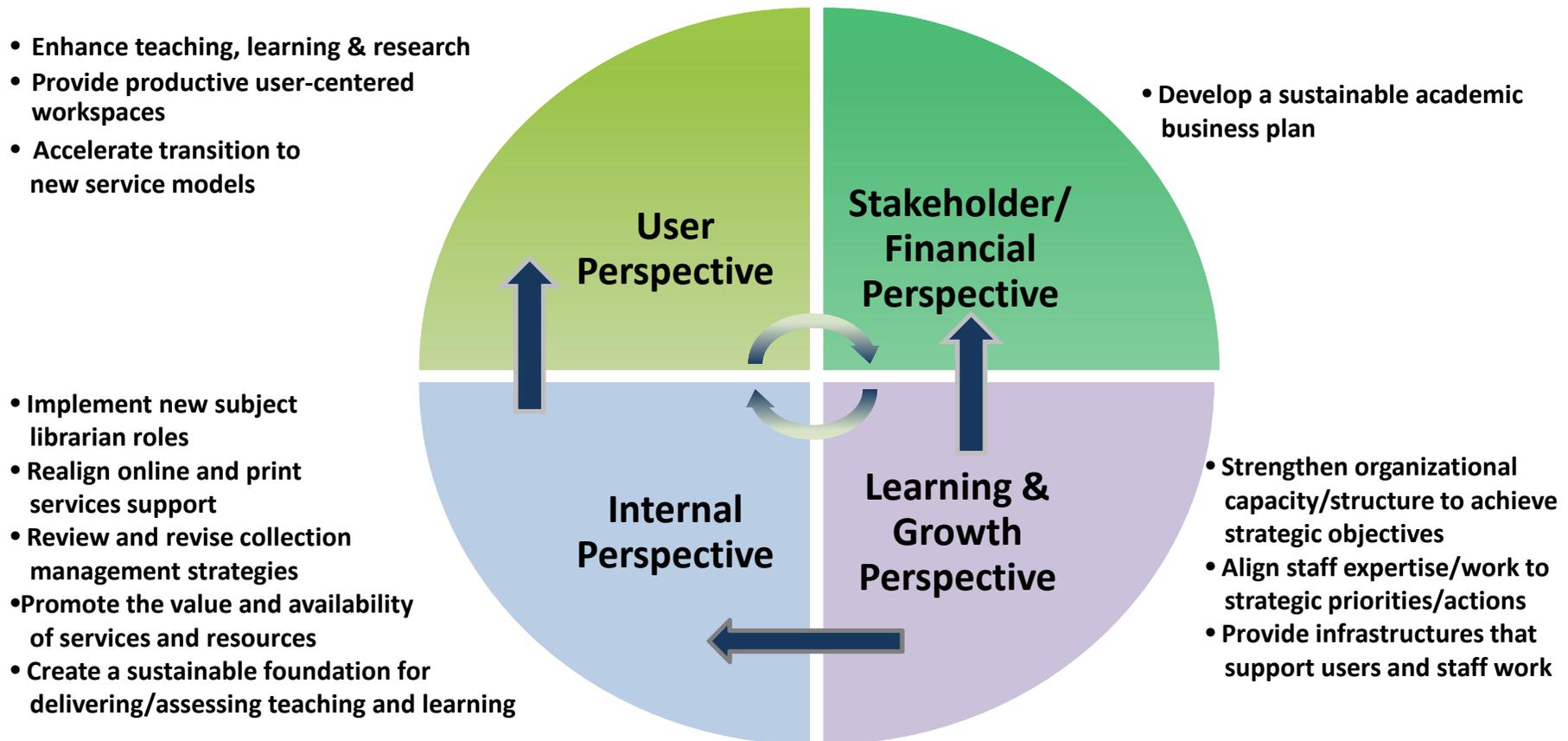
Assumptions underlying the initiative:

- Leadership involvement is key for linking the library scorecard to strategy
- Measures need to be focused on strategic issues
- Developing a framework/dashboard for implementing a strategy is useful
- Implementing a scorecard will lead to its improvement and refinements
- We do not advocate a single library scorecard but a scorecard appropriate for each library

UW LIBRARIES 2010-13 STRATEGY MAP (Draft)

**Mission: Advancing Intellectual Discovery and Enriching the Quality of Life
by Connecting People with Knowledge**

Strategic Directions: Research & Scholarship, Teaching & Learning, Engagement, Sustainability



Organizational Values: Collaboration • Diversity • Excellence • Innovation • Integrity • Responsiveness

Combined Objectives

Customer perspective

Virginia	Easy access to collections, tools, and spaces that support collaboration and study
	Ensure access to collections, tools and spaces for the future
	Be recognized as a leader among research libraries worldwide
Washington	Enhance role in teaching and learning
	Realign and reshape teaching and learning
	Accelerate transition to new service model
JHU	Provide productive user centered workspaces (virtual and physical)
	Integrate and strengthen instructional support services and programs
	Provide and preserve access to information resources and collections for current and future scholars
	Build sustainable data curation infrastructure
McMaster	Improve discover and access to scholarly resources
	Integrate library into the University's teaching, learning, and research mission
	Create world class teaching and learning spaces
	Strive for exemplary service that is responsive to user needs

Source: Donna Tolshon (Uva), Steve Hiller (UW), Liz Mengel (JHU), Vivian Lewis (McMaster)

Library annual “checkups”

- Diagnostic
- Commonalities
 - Budget
 - Service Quality perceptions/Satisfaction
 - Context (Qualitative) – profiles?
- Revision of the annual ARL Statistics

ARL Board Task Force: Review Annual Statistics

- review the annual surveys and drop, revise, or add to the survey instruments and the instructions by focusing on issues of strategic importance in terms of describing research libraries and their contributions to research, teaching and learning:
 - ARL Statistics
 - ARL Supplementary Statistics
 - ARL Annual Salary Survey.

Value & Impact

From feelings, perceptions and behaviors to outcomes, value and impact

“I like the library because it provides all the resources I need and it helps me find answers to new questions. The library enhances my research/learning, it saves my time & money, and makes me, my colleagues/friends better learners, researcher, professionals ”

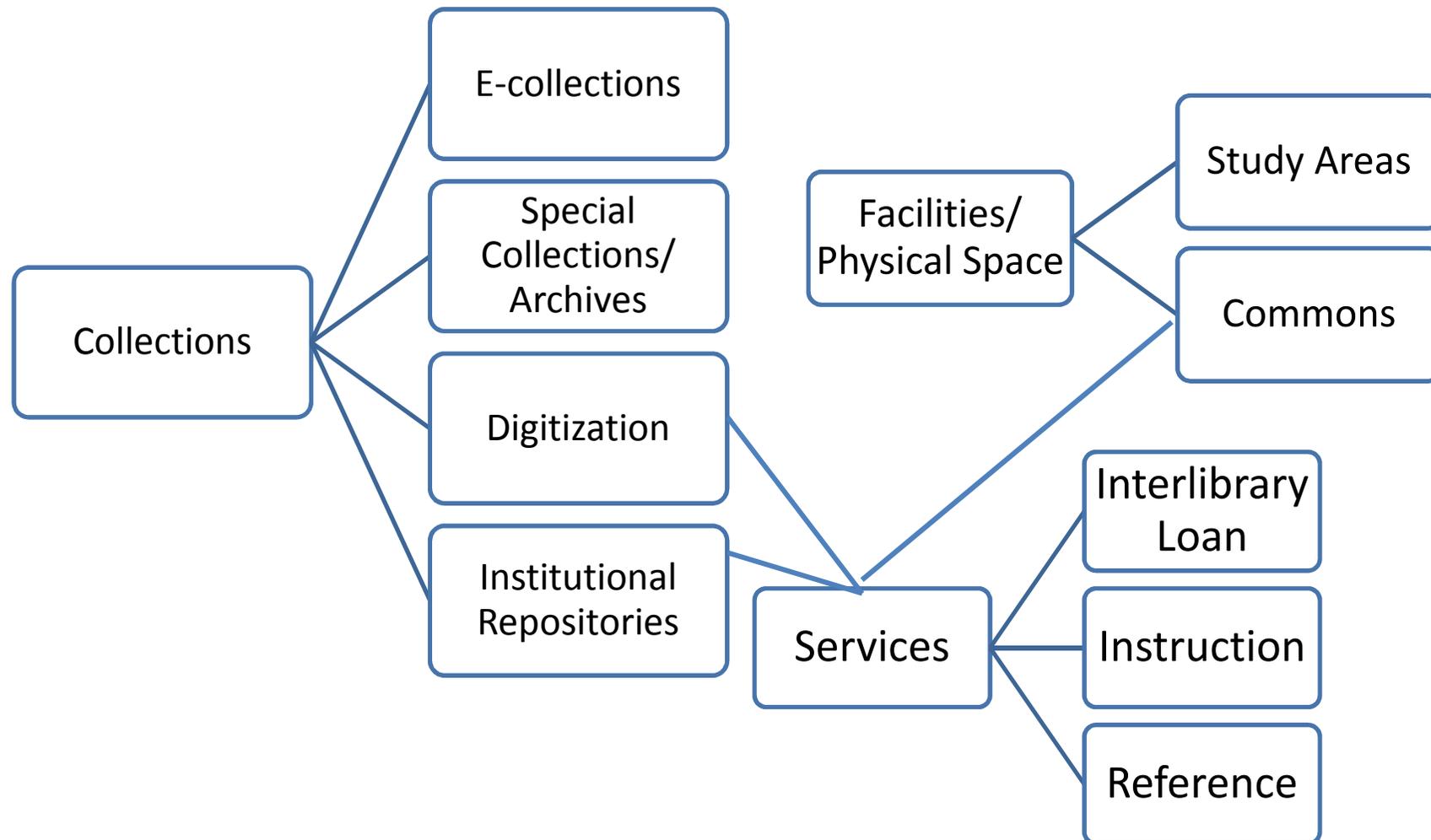
How do we quantify these elements?

Value and ROI studies

- Luther, J. (2008). University investment in the library: What's the return? A case study at the University of Illinois at Urbana-Champaign. Elsevier: Library Connect White Paper #1.
<http://libraryconnect.elsevier.com/whitepapers/0108/lcwp010801.html>
- Kaufman, Paula. "The Library as Strategic Investment: Results of the Illinois Return on Investment Study." *Liber Quarterly* 18 (3/4), (December 2008).
<http://liber.library.uu.nl/publish/articles/000269/article.pdf>
- Tenopir, C., Love, A., Park, J., Wu, L., Kingma, B., King, D. W., Baer, A. & Mays, R. (2010). Return on investment of the grant process in academic libraries. Elsevier: Library Connect White Paper #2.
http://www.elsevier.com/wps/find/librariansinfo.librarians/lc_home#White Paper

Lib-Value IMLS grant: Potential Areas

<http://libvalue.cci.utk.edu/>



Lib-Value IMLS: ARL outreach

- video from June event forthcoming
- profiles analysis forthcoming
- exploring linkages between models in development and LibQUAL+[®], ClimateQUAL[®], and MINES for libraries[®]
- ARL bimonthly report article by Regina Mays, Carol Tenopir and Paula Kaufman in a special issue on measurement
- presentations on value and impact as keynote theme and workshop by Neil Kaske and Roberta Shaffer
- papers on the ACRL value study and Lib-Value grant
- planning San Diego library assessment forum, presentations by Megan Oakleaf and Rachel Fleming-May on lit reviews

In-depth measurement ...

- “Challenge tests” when needed
- Library challenge tests for in-depth information seeking behaviors and specialized services
- Criterion: Purpose & Utility of the assessment information
- Infrastructure:

<http://www.arl.org/bm~doc/KyrillidouStandardsUseMeasuresDec2005.pdf>

Data Management Model 1: Central repository

- Central Repository characteristics:
 - Availability of usage statistics (including past statistics) directly from vendors
 - Data extraction and normalization of various data elements into a central database
 - Access rules that define different library and vendor profiles (ultimately this can be extended to end user profiles as well)
 - Ability to query the central database for data retrieval purposes
 - User interface that will generate reports, aggregate usage data, and provide comparisons
 - Ability for libraries to access this resource.

Data Management Model 2: Decentralized repositories

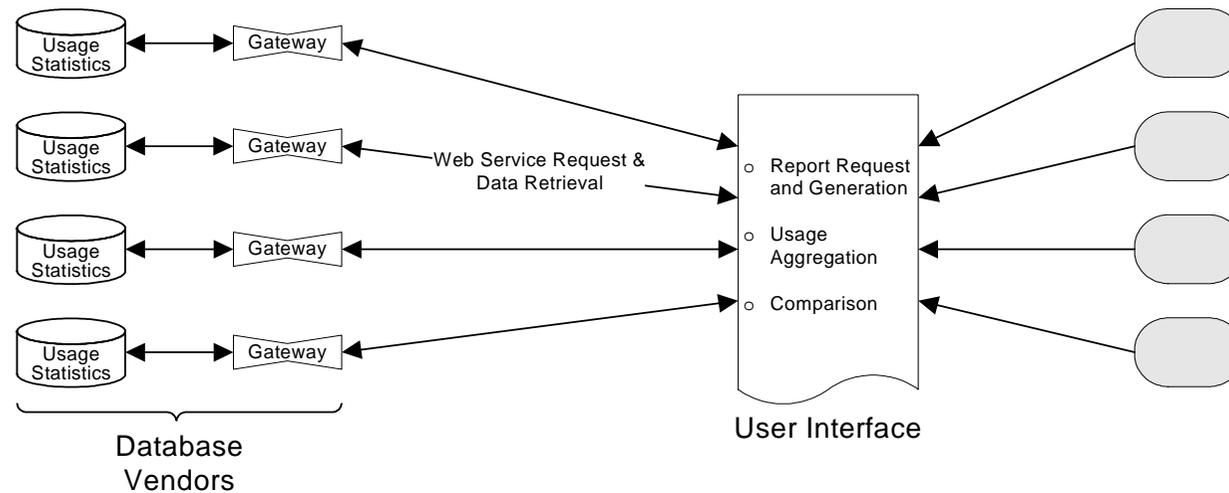
- Provide the ability to develop different databases of vendor usage statistics by focusing on different data elements;
- Enable libraries to subscribe to multiple systems depending on the functionality they want. For example, there may be different requirements for report generation, aggregation, and comparison for members of a consortium like VIVA and OhioLINK, and for national reporting purposes in national policy statistics like the ones provided by ARL, ALA and NCLIS.

Data Management Model 3: Distributed Access

- Standards-driven access to vendor usage data with no intermediate repository involved. This is a highly dynamic system of highly trusted databases of vendor usage statistics and gateways of access that give library users the ability to query the systems for maximum analytical impact.

Data management model 3: Distributed

Figure 3. Key Processes for Distributed Access to Vendor Usage Statistics



Analytical tools

- Web-analytics software, ex. Google Analytics
- Mathematical modeling software, ex. SPSS
- Graphical software, ex. Dundas
- Qualitative Analysis software, ex. Atlas.ti
- Reporting software, ex. Crystal Reports
- Database systems, ex. Oracle
- Programming languages

*Need for improved **integrated** analytical tools*

The future: integration, XML standards?

Analytical principles

- *Analytical tools do not substitute thinking*
- *Know thyself through others, or*
- *Knowing others through yourself*
- *Nothing excessive (everything in moderation)*
- *Ethical approaches to privacy*
- *Ethics are about what is appropriate in a certain context*
- *Ethical considerations need to be legal or challenge legality in an ethical and legal way*

Community of Practice

- ARL Library Assessment Forums held in conjunction with ALA on Friday at 1:30pm
- Qualitative and Quantitative Research Methods in Libraries (QQML)
- Northumbria International Conference on Performance Measurement and Metrics
- Library Assessment Conference by ARL, U of Virginia and U of Washington

Keynote plenary speakers

<http://www.libraryassessment.org/>

- **Fred Heath**
 - Assessment & Library Service Quality
- **Joe Matthews**
 - Performance Measures and Balanced Scorecard
- **Danuta Nitecki**
 - Assessment of Library Spaces
- **Megan Oakleaf**
 - Learning Outcomes and the Library
- **Stephen Town**
 - Value and Impact



LIBRARY ASSESSMENT CONFERENCE

BUILDING EFFECTIVE, SUSTAINABLE, PRACTICAL ASSESSMENT

BALTIMORE MARYLAND
OCTOBER 25 - 27, 2010