Assessing the Impact of the Library in the Research Ecosystem

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This Presentation

- Background: The ARL perspective
- Visioning Process & Vision: How we got to the recommendations of the Library Impact Framework
- Defining the Library Impact Framework: Logic model
- Overview of the Framework and Efforts to Date
- ARL Stats and Next Steps

Background: The ARL Perspective

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ARL Strategic Thinking & Design Initiative (2013-2015)

- Reinvent the research library model within the evolving contexts and issues of the 21st century
- Assume a leadership role in the larger university system
- Shift from knowledge service providers to collaborative partners

ARL Assessment Visioning Task Force

- Jennifer Paustenbaugh, Chair, Brigham Young University
- Sue Baughman, Association of Research Libraries
- Colleen Cook, McGill University
- William Garrity, University of California, Davis
- Steve Hiller, University of Washington
- Arnold Hirshon, Case Western Reserve University
- Brian Keith, University of Florida
- Zsuzsa Koltay, Cornell University
- Steven Mandeville-Gamble, University of California, Riverside
- Brian Nosek, Center for Open Science
- Alice Pitt, York University
- Peter Schiffer, University of Illinois at Urbana-Champaign
- Steve Smith, University of Tennessee, Knoxville
- Elaine Westbrooks, University of North Carolina at Chapel Hill
- Stanley Wilder, Louisiana State University
- Amy Yeager, Association of Research Libraries
- Megan Hurst & Christine Madsen, Athenaeum21

Charge of the Visioning Task Force

- "The task force is charged to consider **all current and potential ARL assessment-related services,** including the goals, outcomes, deliverables, staff, and other resources related to the existing metrics and tools, and to the surveys in the StatsQUAL suite.

- A critical component of the recommendations **will be consideration of the types of issues ARL libraries will need to address in their measurement and evaluation program in the context of contemporary movements in higher education**."

Visioning Process & Vision:

How we got to the recommendations of the Library Impact Framework

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Visioning: Research Inputs

- Interviews (82)
- Site Visits (4)
- Surveys (2)
  - 1 general survey - 211 responses (9% response rate)
  - 1 member poll at May 2017 Association Meeting - 78 responses
- Usage Data Review
- Programs, Services & Tools Inventory

- Stakeholder Identification & Prioritization
- Journey Mapping Workshop
- ARL Staff Time Analysis
- Prioritization of Recommendations
- Environmental Scan for Inspiration from library world and beyond
- Roadmapping Workshop
- Preliminary Roadmap and Timelines

Visioning Research & Workshop Outputs

- Outcomes of the VTF Persona & Journey Mapping Workshop
- Survey Results Summary
- Spring Member Meeting Poll Results
- LibQUAL & ClimateQUAL Use by ARL Members
- Gap Analysis
- Inspiration from Others
- Preliminary Assessment Program Roadmap
- Essential Criteria for Assessment Program Director

Vision for ARL Assessment Program

- Research libraries need to define the values by which we want to be measured, rather than trying to manifest values out of the data that we have.

- Members want ARL to “set the context for understanding and communicating the stories of the research library to external stakeholders and provide the tools for members to tell this story locally.”

What's Different or New Here?

- Expands focus of program from library practitioners to include library directors' needs in assessing and communicating
- Positions the library as a partner/influencer in the changing research and higher education landscapes
- Provides a shared "big picture" of research and higher education ecosystems while accommodating the multiplicity of members' local needs (a buffet).

What's Different or New Here?

- Increases members' local return on investment in ARL, leveraging their own staff expertise and knowledge for both local and collective ARL members' benefit

- Preserves and builds upon ARL's historical strengths in longitudinal data collection, statistical analysis, and research methods

- Provides a draft roadmap for immediate action/implementation, and for a future ARL Director of Research & Analytics, showing priorities, timelines, and dependencies.

What's Different or New Here?

- Brings library assessment practitioners onto the ARL Assessment Program Committee, and puts practitioners in dialogue and collaboration with library directors.

- Sets up an ongoing iterative model for prioritizing and piloting library assessment research questions within a broader institutional research and higher education context.

Library Impact Framework

- A **shared "big picture"** of the larger research and higher education ecosystems in which we all operate.

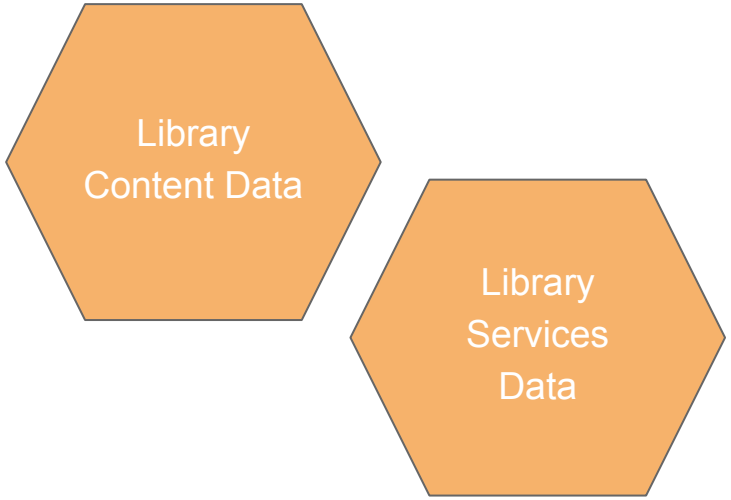
- Should **help organize, prioritize and focus on the our common issues** and collective solutions.

- Connects the vision directly with the data.

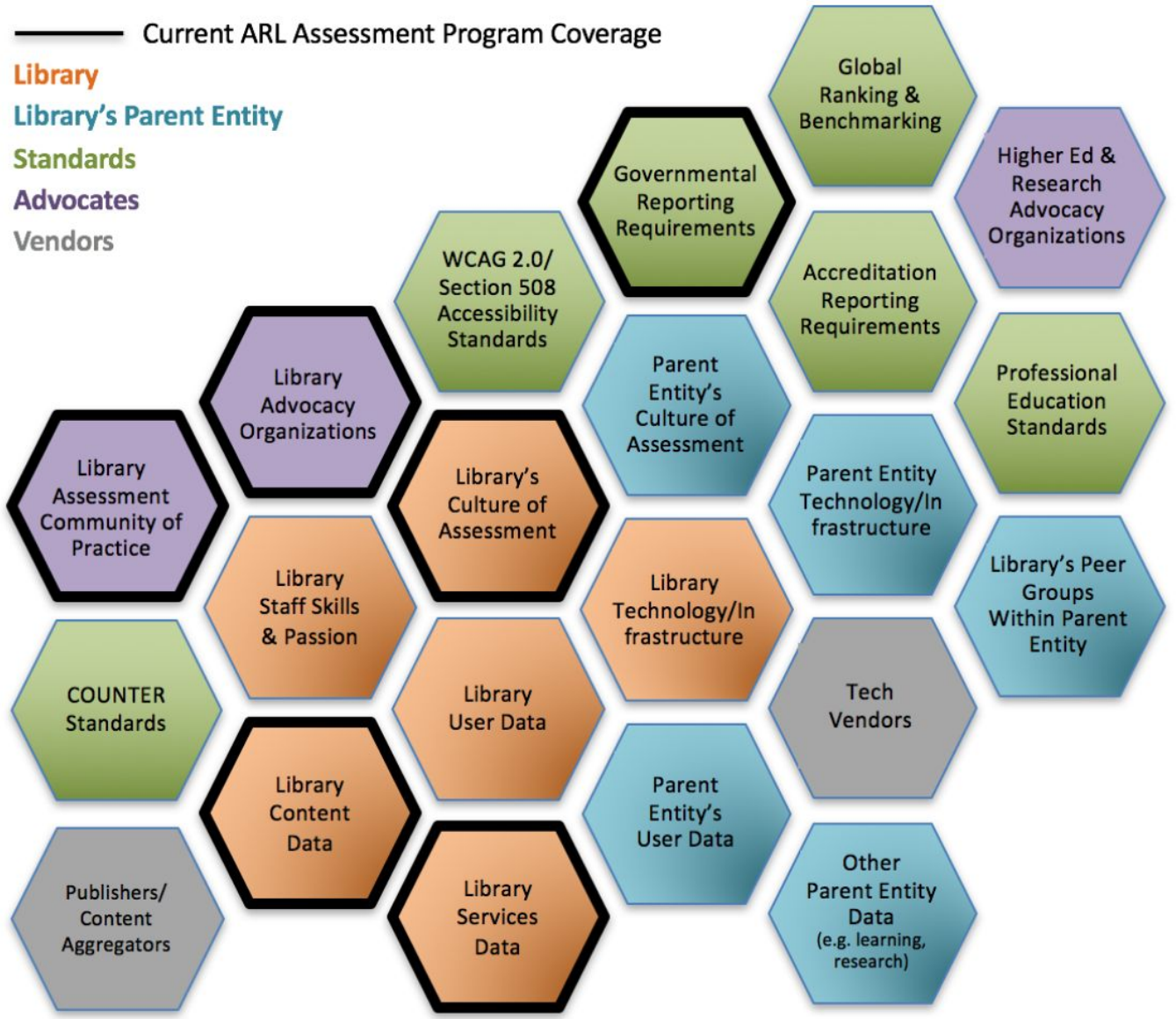
Library Assessment Ecosystem (before)

Focus on process and service quality improvement.

Evolution of maturity towards continuous assessment & improvement.



Library Assessment Ecosystem (today)



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Defining the Library Impact Framework: Logic Model

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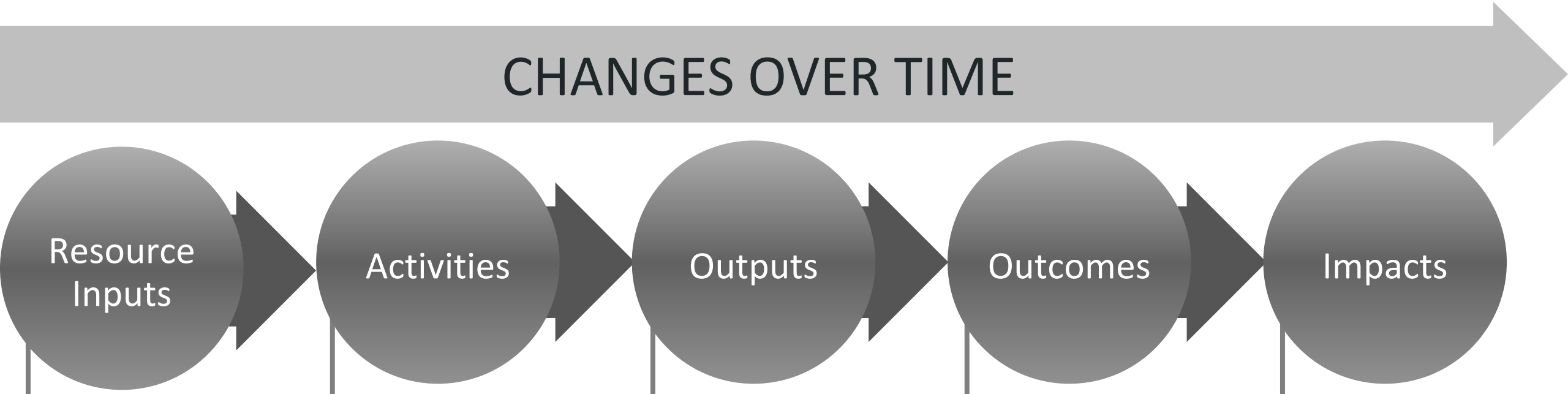
Logic Model

"a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan to do, and the changes or results you hope to achieve"

W.K. Kellogg Foundation, 2000

CHANGES OVER TIME



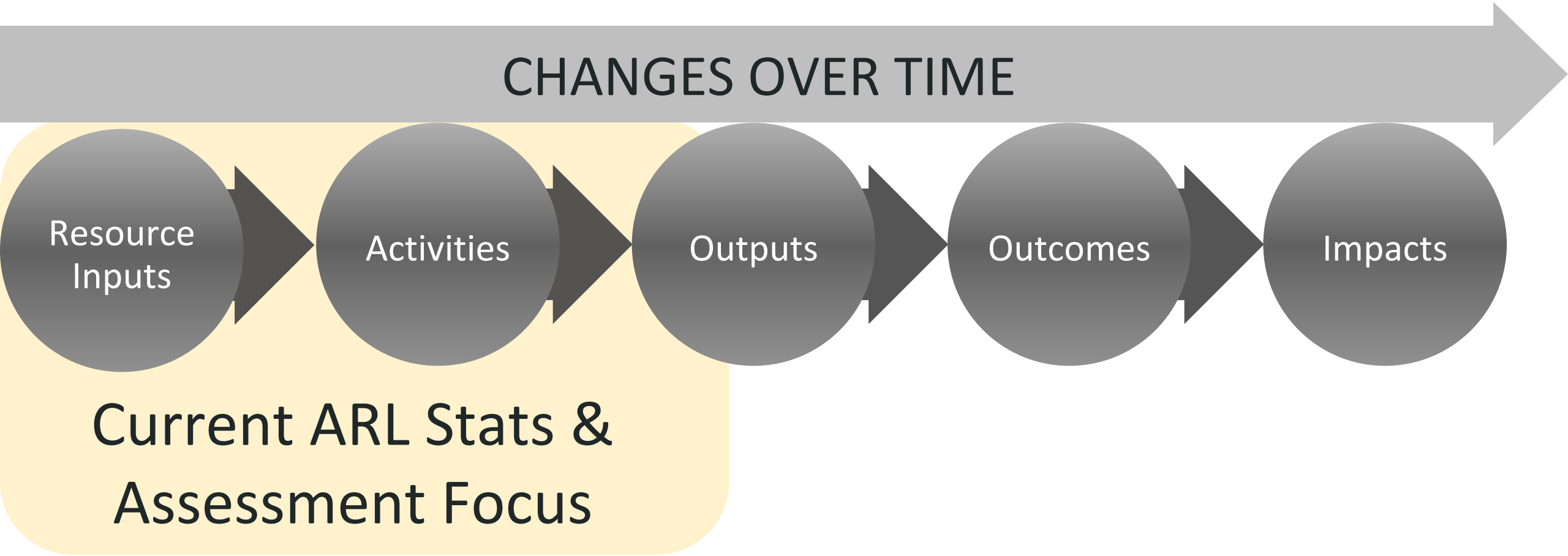
- Budget
- Research and grant funding
- Staff skills & expertise

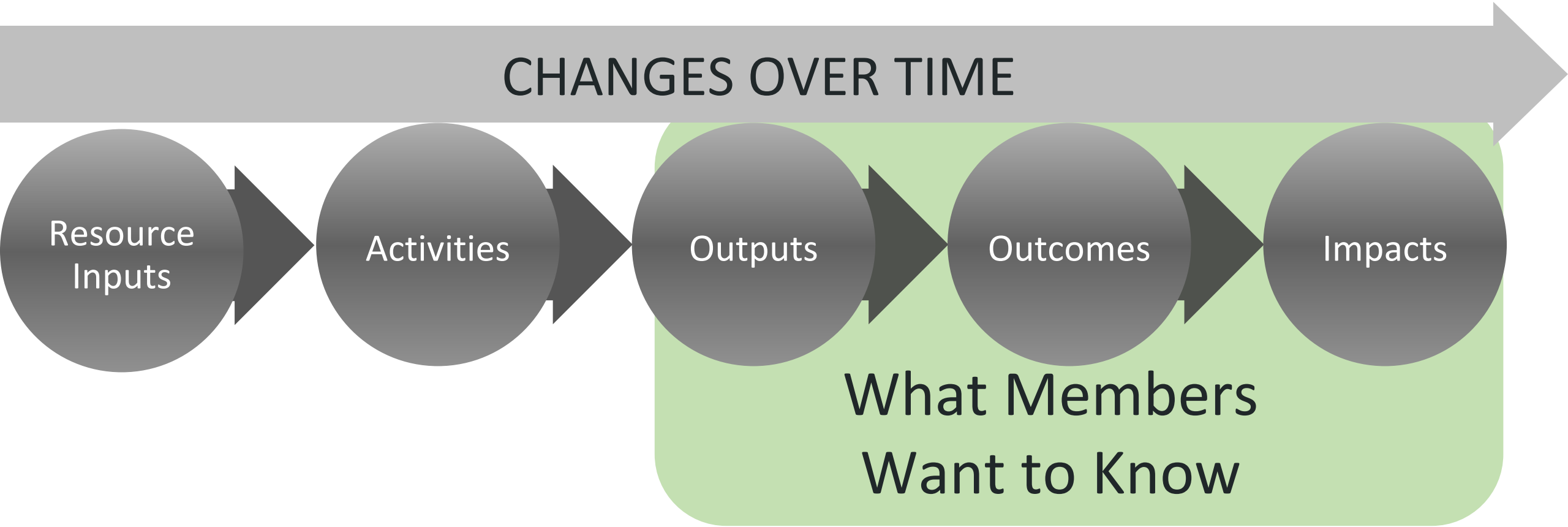
- Services Research and Development
- Collaboration
- Innovation

- New services
- Publications
- New processes and methods
- New outreach activities

- Increased use of services
- More research/ grant income
- Increased awareness of library services
- Greater student success
- Increased faculty outputs

- Cultural
- Societal
- Economic
- Health
- Political
- Technological


CHANGES OVER TIME
Resource Inputs
Activities
Outputs
Outcomes
Impacts
Current ARL Stats & Assessment Focus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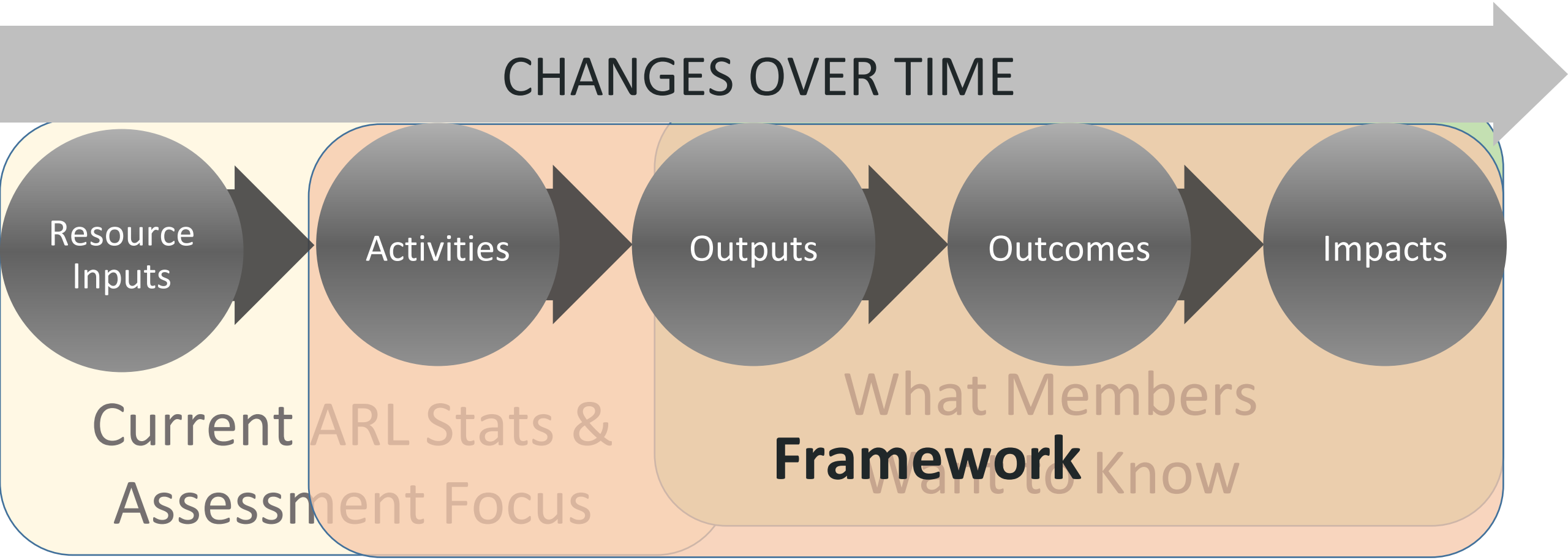
What Members Want to Know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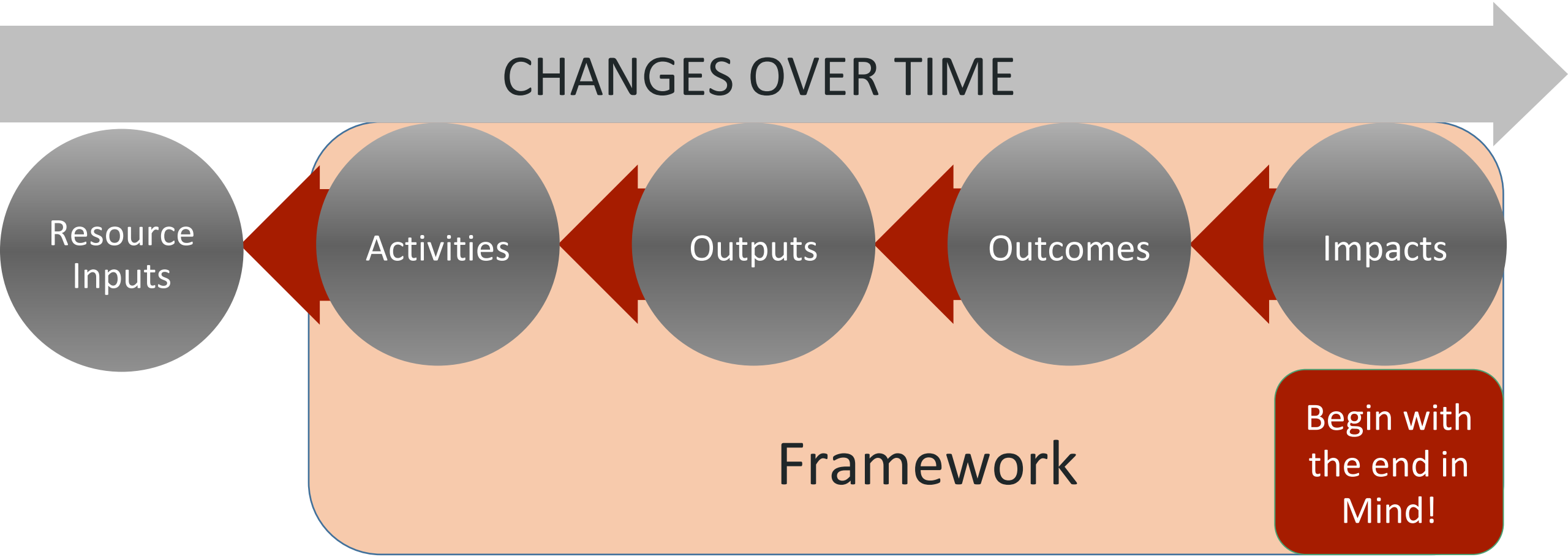

Informed by your desired impacts, a framework should help you understand and design the relationship between your activities, outputs and outcomes.

Framework

- A **shared "big picture"** of the larger research and higher education ecosystems in which we all operate.
- Should **help organize, prioritize and focus on the our common issues** and collective solutions.
- Connects the vision directly with the data.

Overview of the Framework and Efforts to Date

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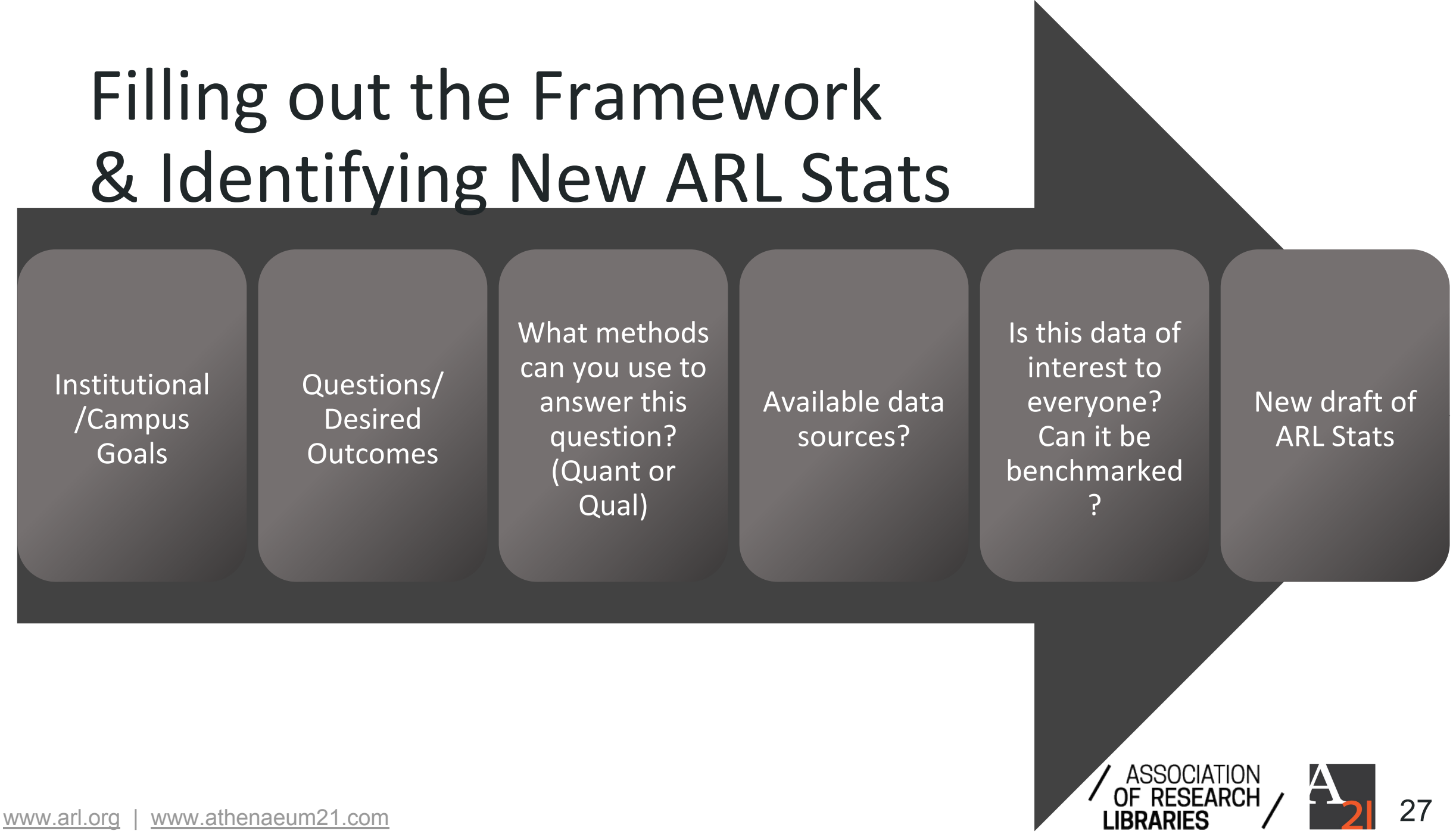
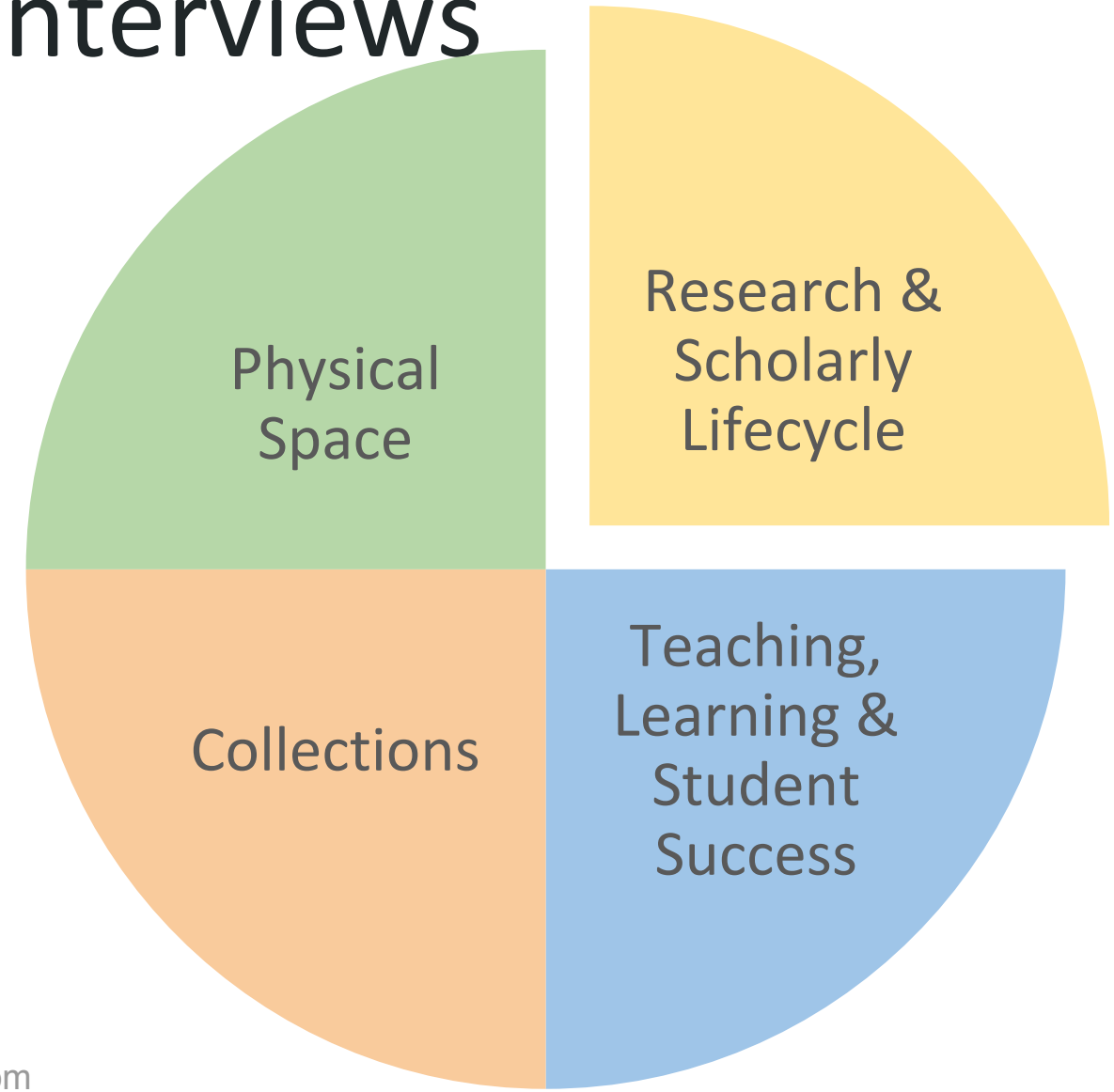
The Framework

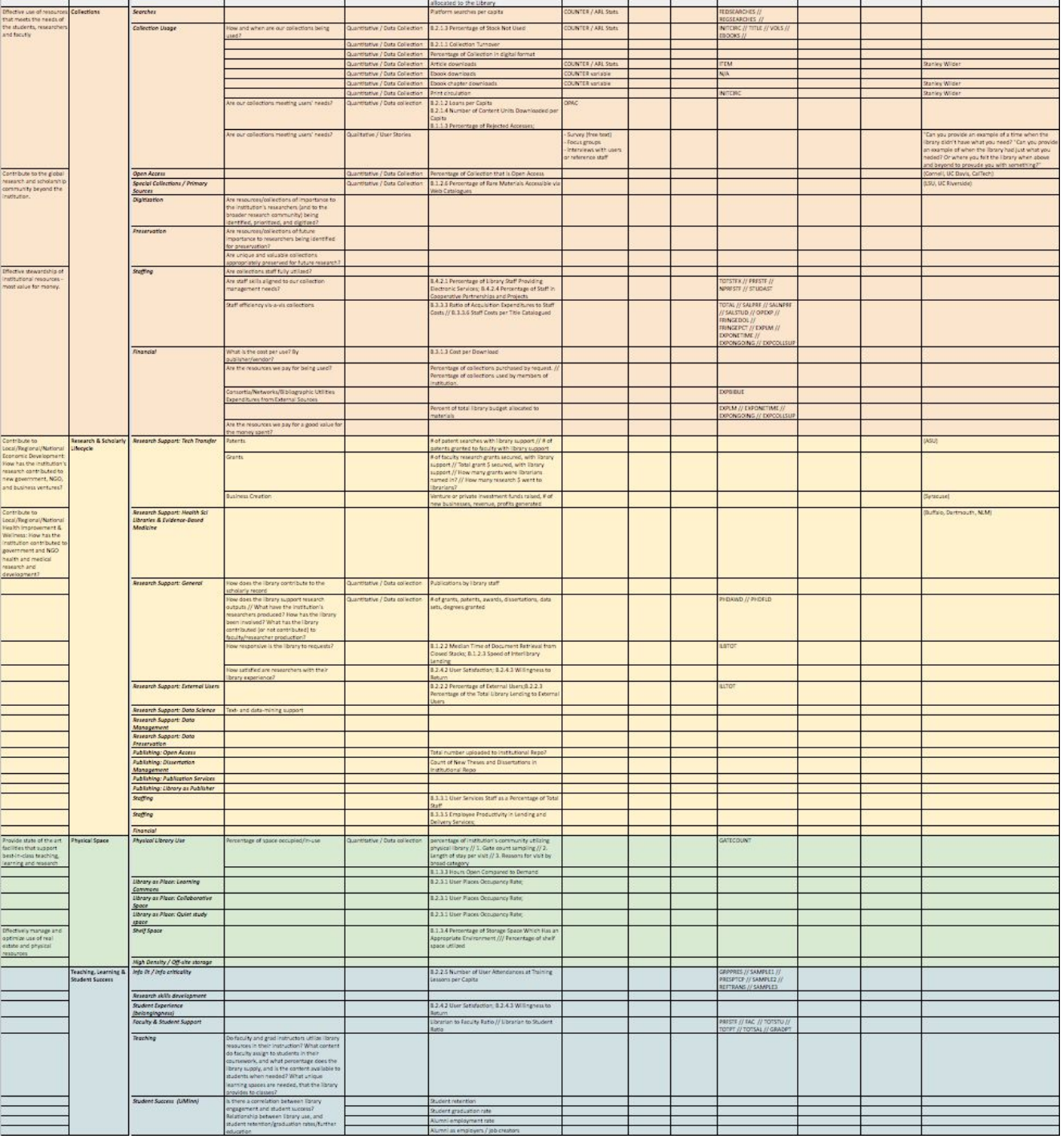
"set the context for understanding and **communicating the stories of the research library** to external stakeholders and **provide the tools for members to tell this story locally**."

Filling out the Framework & Identifying New ARL Stats



Top 4 Areas of Concern from 80+ Interviews





Preliminary Draft Framework

- Covering 4 focus areas
- Based on Visioning Task Force research
- Building on previous project with UC Davis

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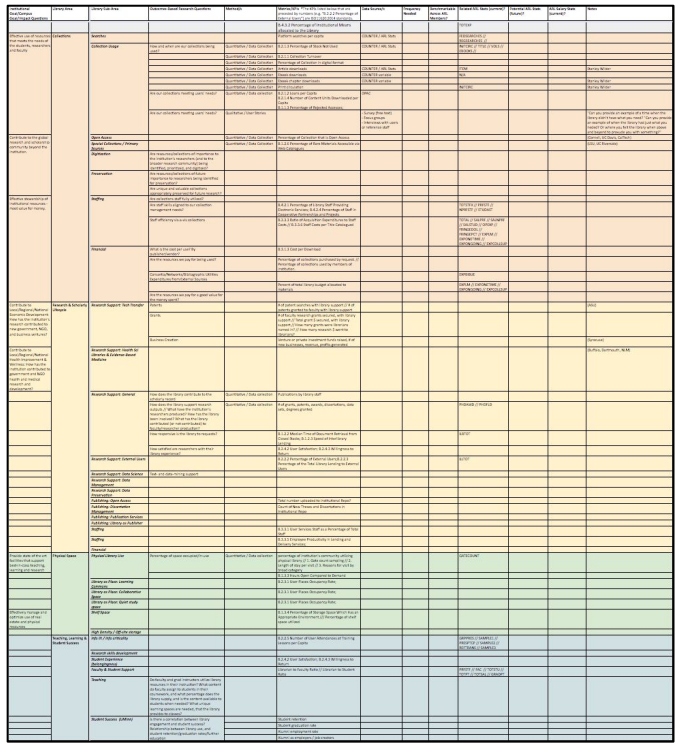
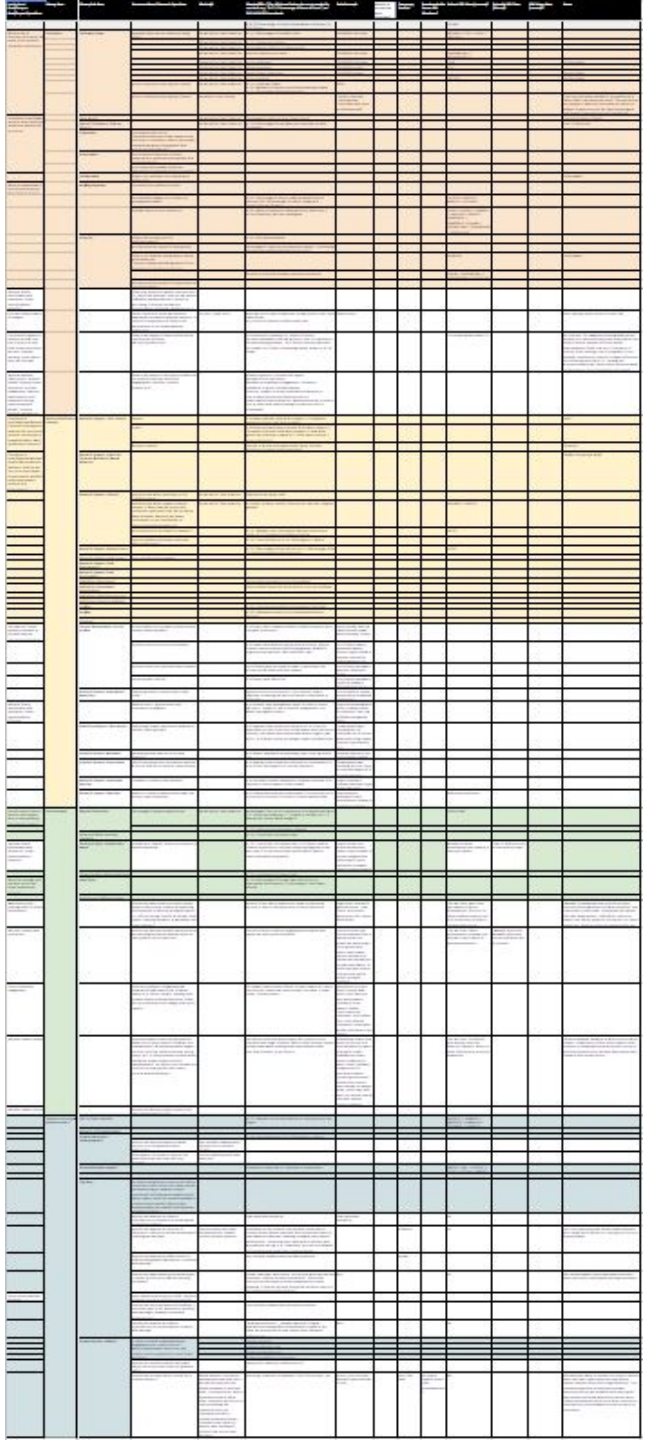
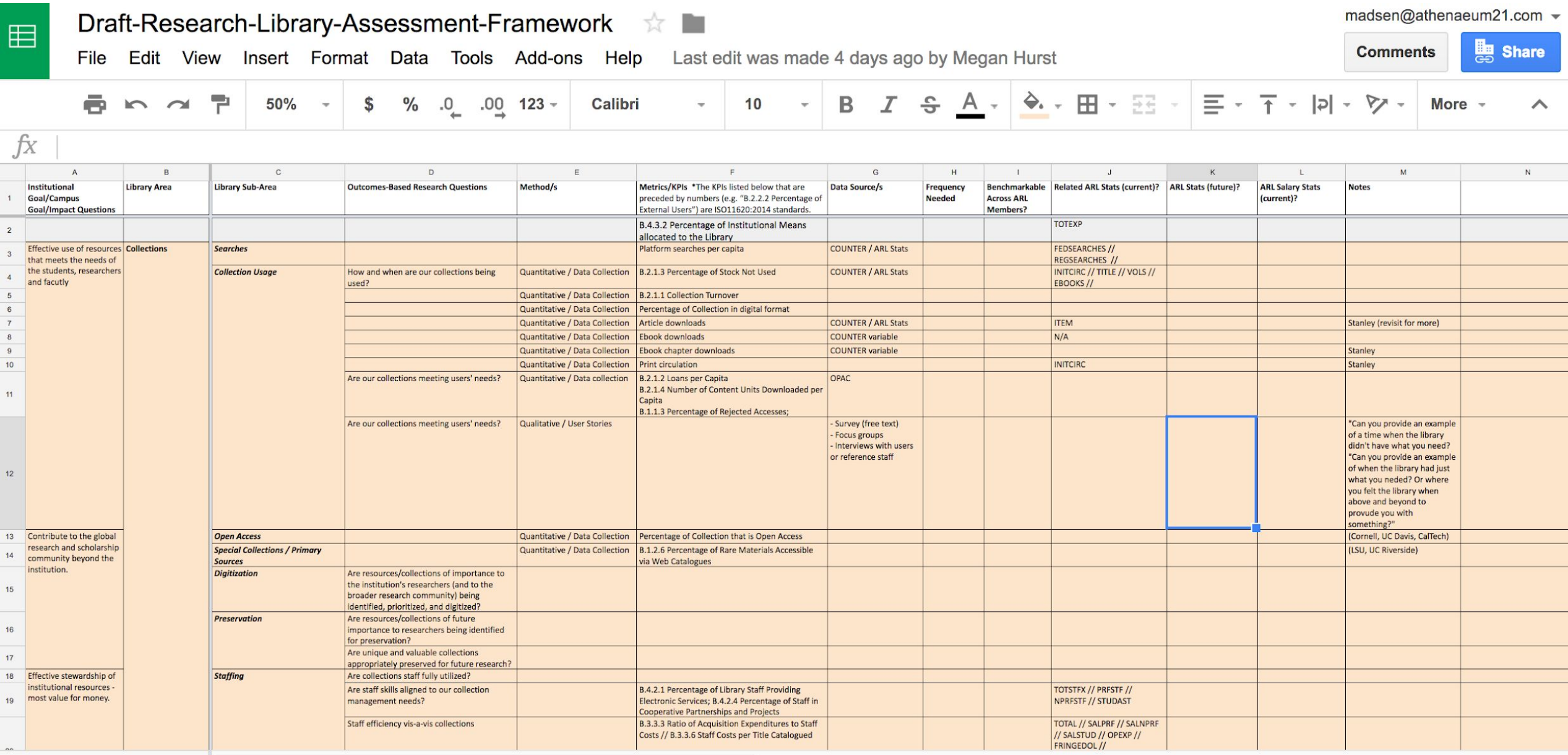
January 2018 Workshop: Elaborating the Framework



Workshop with ARL Assessment Committee Members elaborated the 4 focus areas.

White cells at right are additions to the first draft of the Library Impact Framework at left.





Draft-Research-Library-Assessment-Framework

File Edit View Insert Format Data Tools Add-ons Help Last edit was made 4 days ago by Megan Hurst

madsen@athenaeum21.com

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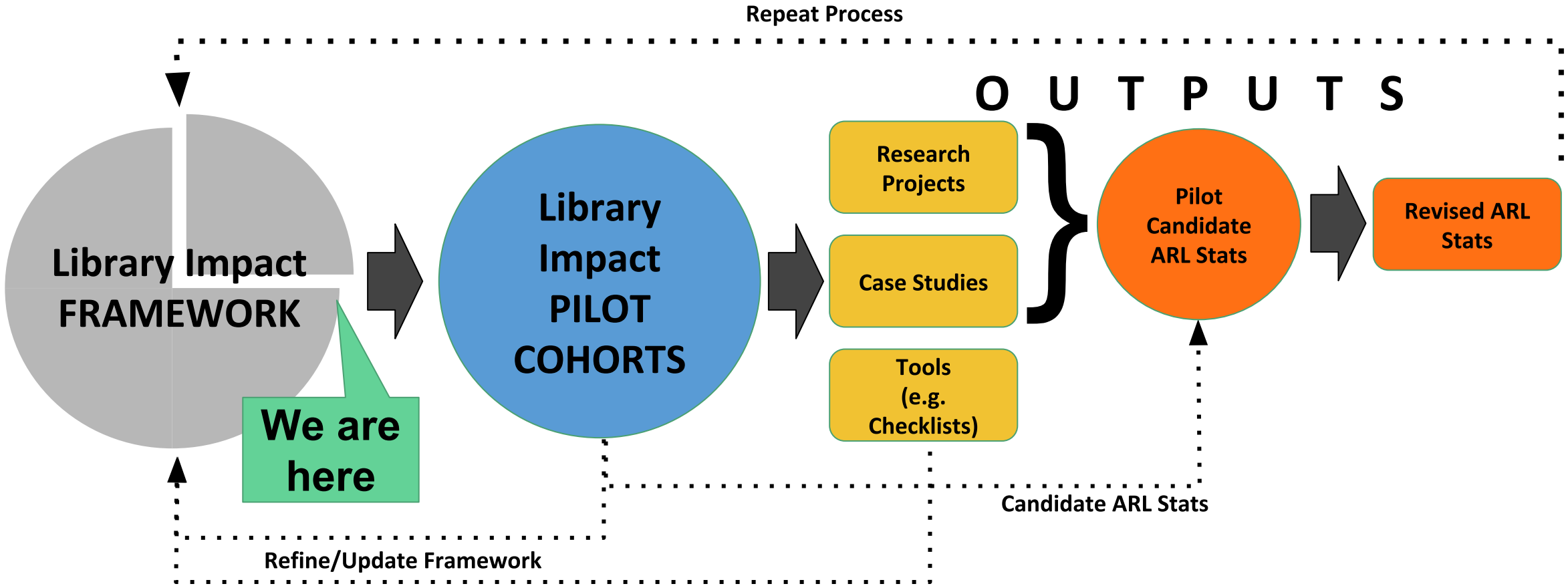
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Institutional Goal/Campus Goal/Impact Questions	Library Area	Library Sub-Area	Outcomes-Based Research Questions	Method/s	Metrics/KPIs *The KPIs listed below that are preceded by numbers (e.g. "B.2.2.2 Percentage of External Users") are ISO11620:2014 standards.	Data Source/s	Frequency Needed	Benchmarkable Across ARL Members?	Related ARL Stats (current)?	ARL Stats (future)?	ARL Salary Stats (current)?	Notes	
2						B.4.3.2 Percentage of Institutional Means allocated to the Library				TOTEXP				
3	Effective use of resources that meets the needs of the students, researchers and facutly	Collections	***Searches***			Platform searches per capita	COUNTER / ARL Stats			FEDSEARCHES // REGSEARCHES //				
4			***Collection Usage***	How and when are our collections being used?	Quantitative / Data Collection	B.2.1.3 Percentage of Stock Not Used	COUNTER / ARL Stats			INITCIRC // TITLE // VOLS // EBOOKS //				
5					Quantitative / Data Collection	B.2.1.1 Collection Turnover								
6					Quantitative / Data Collection	Percentage of Collection in digital format								
7					Quantitative / Data Collection	Article downloads	COUNTER / ARL Stats			ITEM			Stanley (revisit for more)	
8					Quantitative / Data Collection	Ebook downloads	COUNTER variable			N/A				
9					Quantitative / Data Collection	Ebook chapter downloads	COUNTER variable						Stanley	
10					Quantitative / Data Collection	Print circulation				INITCIRC			Stanley	
11				Are our collections meeting users' needs?	Quantitative / Data collection	B.2.1.2 Loans per Capita B.2.1.4 Number of Content Units Downloaded per Capita B.1.1.3 Percentage of Rejected Accesses;	OPAC							
12				Are our collections meeting users' needs?	Qualitative / User Stories		- Survey (free text) - Focus groups - Interviews with users or reference staff						"Can you provide an example of a time when the library didn't have what you need? "Can you provide an example of when the library had just what you neded? Or where you felt the library when above and beyond to provude you with something?"	
13	Contribute to the global research and scholarship community beyond the institution.		***Open Access***		Quantitative / Data Collection	Percentage of Collection that is Open Access							(Cornell, UC Davis, CalTech)	
14			***Special Collections / Primary Sources***		Quantitative / Data Collection	B.1.2.6 Percentage of Rare Materials Accessible via Web Catalogues							(LSU, UC Riverside)	
15			***Digitization***	Are resources/collections of importance to the institution's researchers (and to the broader research community) being identified, prioritized, and digitized?										
16			***Preservation***	Are resources/collections of future importance to researchers being identified for preservation?										
17				Are unique and valuable collections appropriately preserved for future research?										
18	Effective stewardship of institutional resources - most value for money.		***Staffing***	Are collections staff fully utilized?										
19				Are staff skills aligned to our collection management needs?		B.4.2.1 Percentage of Library Staff Providing Electronic Services; B.4.2.4 Percentage of Staff in Cooperative Partnerships and Projects				TOTSTFX // PRFSTF // NPRFSTF // STUDAST				
				Staff efficiency vis-a-vis collections		B.3.3.3 Ratio of Acquisition Expenditures to Staff Costs // B.3.3.6 Staff Costs per Title Catalogued				TOTAL // SALPRF // SALNPRF // SALSTUD // OPEXP // FRINGEDOL //				

Continual Process



Institutional or Campus Goals

(Examples from the Research & Scholarly Lifecycle Group)

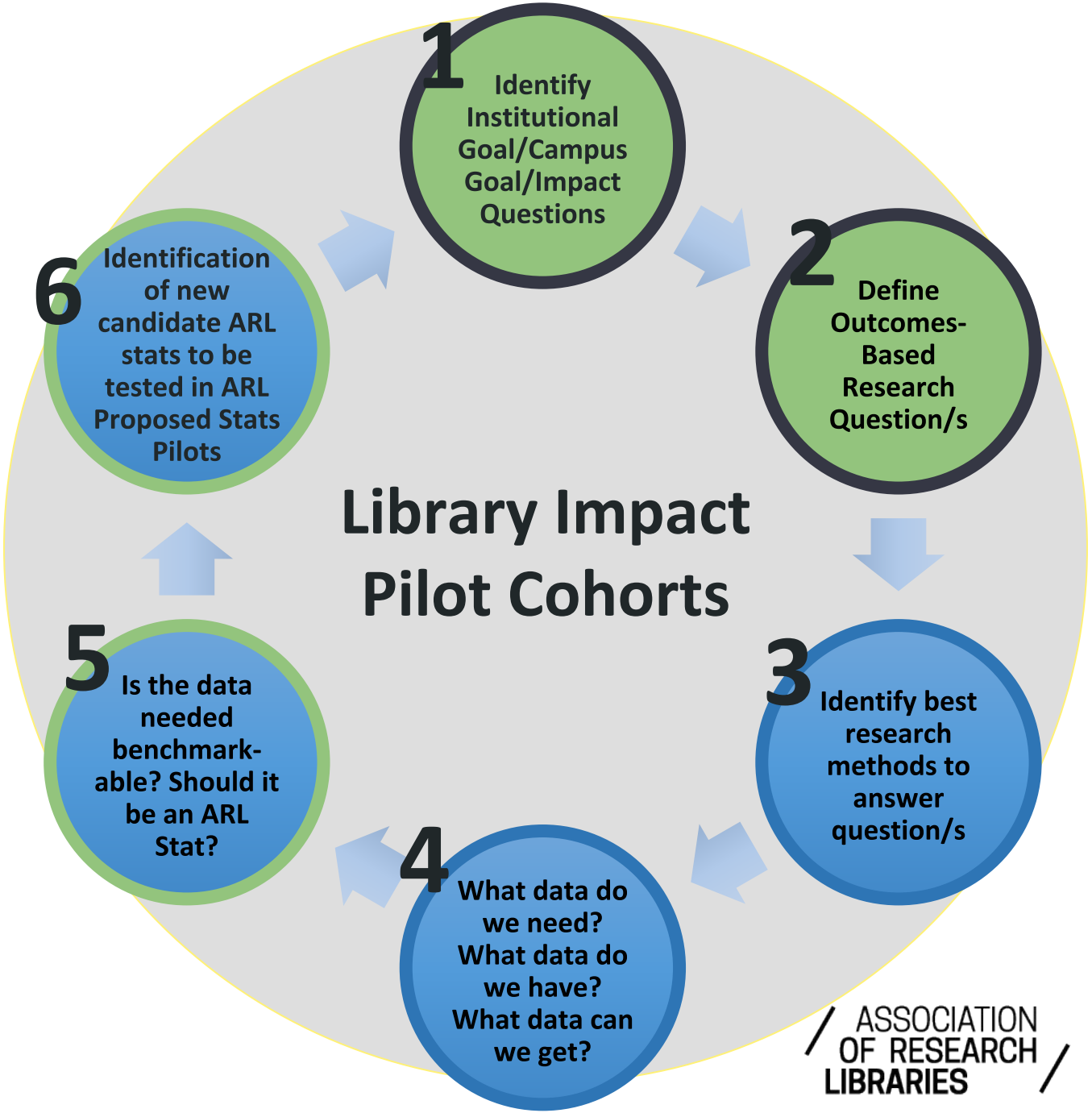
- Invest in technologies and research spaces to allow world-class faculty research science to flourish
- Renew our emphasis on fundamental inquiry and discovery across campus, advancing and facilitating interdisciplinary research
- Foster and encourage diversity, including diversity of thought
- Inform work on problems at local, national and global levels, extending collaborative efforts, constructive criticism, and community input
- Increase student graduation and retention rates
- Develop a global footprint, increasing our international rankings, international research collaborations, and research productivity

Library Assessment Research Questions

(Examples from the Research & Scholarly Lifecycle Group)

- How much funding do libraries receive to advance interdisciplinary research (training, DMP services, lit reviews etc., co-authoring; percentage of libraries staff time to support fac research grants etc.)?
- To what extent are libraries viewed a research partners versus research support?
- How much library staff time is dedicated to supporting faculty research grants?
- How common are various research support services that libraries may provide (data management, grant application support, preservation, suggestions for where to publish?)
- How does the library support the use and exploration of new technologies by researchers across campus?
- To what extent are libraries the home of scholarly publishing at their academic institutions?
- How many libraries are actively contributing to OAI?
- What percent of faculty have an ORCID?

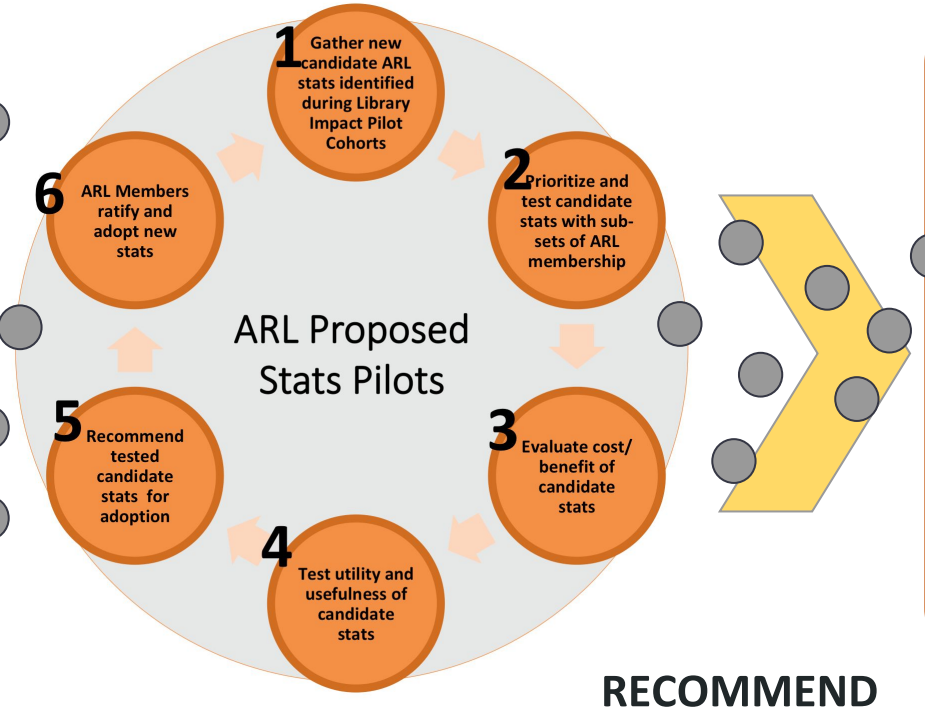
library leaders and assessment professionals collaborate closely on the most pressing library impact questions



YEAR 1 LIBRARY IMPACT PILOT COHORTS

IDENTIFY CANDIDATE STATS TO TEST/PILOT

YEAR 1 ARL PROPOSED STATS PILOT



RECOMMEND TESTED CANDIDATE STATS TO ADOPT AS NEW ARL STATS

YEAR 2 ARL STATS COLLECTION

REVISED STATS ARL

ARL Stats and Next Steps

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Data

- One of ARL's most important assets.
- Should be made more accessible and more usable.
- ARL Stats need to:

  reflect the **meaning and relevance** of ARL member libraries to the **research and higher education ecosystem**.

  undertake a **radical shift away from output and input measures towards outcomes and impact.**

  Pilot cohorts will work together to **identify and test new metrics**; and **utilize existing data points** in new ways.

Institutional Goal/Campus Goal/Impact Questions	Library Area	Library Sub-Area	Outcomes-Based Research Questions	Metrics, Measures or Tools (data elements and formulas)	Data Source/s (e.g. COUNTER, ARL Stats, ARL Salary Stats, IPEDS, SAILS, NSSE)	Related ARL Stats (current) or Salary Stats?	Related other standards such as ISO, KPIs listed below that are preceded by "B.2.2.2 Percentage of External User standards.
Effective use of resources that meets the needs of the students, researchers and facutly	**Collections**	***Collections***	Do the format of our collections match the needs and demands of our users?	total number of digital things/total number of things in the collection		INITCIRC // TITLE // VOLS // EBOOKS //	
		Collection Usage	How much of our collections are being used?	Print: number of items in the collection that did not circulate/the total size of the physical collection Electronic: [total number of items in the collection-number of items that circulated]/total number of items in the collection	COUNTER / ARL Stats	INITCIRC // TITLE // VOLS // EBOOKS //	B.2.1.3 Percentage of Stock Not Used
			How much of our collections are being used?	Print: Number of circulation transactions/number of items in the collection. Electronic: Total number of downloads/total number of digital collections	COUNTER / ARL Stats	INITCIRC // TITLE // VOLS // EBOOKS //	B.2.1.1 Collection Turnover
			What is the rate of usage of collections, relative to researcher population?	Platform searches per capita	COUNTER / ARL Stats	FEDSEARCHES // REGSEARCHES //	
			How and when are our collections being used?	Article downloads	COUNTER / ARL Stats	ITEM	
			How and when are our collections being used?	Ebook downloads	COUNTER variable	N/A	
			How and when are our collections being used?	Ebook chapter downloads	COUNTER variable		
			How and when are our collections being used?	Print circulation		INITCIRC	
			Are our collections meeting users' needs?	B.2.1.2 Loans per Capita B.2.1.4 Number of Content Units Downloaded per Capita B.1.1.3 Percentage of Rejected Accesses;	OPAC		B.2.1.2 Loans per Capita B.2.1.4 Number of Content Units Dov B.1.1.3 Percentage of Rejected Acces
Bring Breakthroughs to Society (Case Western Reserve Univ) // Contribute to Local/Regional/National Economic Development: How has the institution's research contributed to	**Research & Scholarly Lifecycle**	***Research Support: Tech Transfer***	Patents	# of patent searches with library support // # of patents granted to faculty with library support			# of patent searches with library supp granted to faculty with library suppor
			Grants	# of faculty research grants secured, with library support // Total grant $ secured, with library support // How many grants were librarians named in? // How many research $ went to librarians?			# of faculty research grants secured, Total grant $ secured, with library sup were librarians named in? // How ma librarians?
			Business Creation	Venture or private investment funds raised, # of new businesses, revenue, profits generated			Venture or private investment funds businesses, revenue, profits generate
		Research Support: General	How does the library contribute to the scholarly record	Publications by library staff			Publications by library staff
Advance interdisciplinary initiatives in research and education that align our expertise with the world's most pressing needs (Case Western Reserve Univ)			How does the library support research outputs // What have the institution's researchers produced? How has the library been involved? What has the library contributed (or not contributed) to faculty/researcher production?	# of grants, patents, awards, dissertations, data sets, degrees granted		PHDAWD // PHDFLD	# of grants, patents, awards, dissertat granted
increase research productivity			How can we give researchers access to the most current, relevant research in the easiest, most efficient way?	B.1.2.2 Median Time of Document Retrieval from Closed Stacks; B.1.2.3 Speed of Interlibrary Lending		ILBTOT	B.1.2.2 Median Time of Document Re Stacks; B.1.2.3 Speed of Interlibrary L
			How satisfied are researchers with their library experience?	B.2.4.2 User Satisfaction; B.2.4.3 Willingness to Return			B.2.4.2 User Satisfaction; B.2.4.3 Will
			How can we improve fulfillment (desktop delivery, consortial borrowing)?				
			What is the impact of library collections on research and teaching efficiency/productivity?				

Institutional Goal/Campus Goal/Impact Questions	Library Area	Library Sub-Area	Outcomes-Based Research Questions	Metrics, Measures or Tools (data elements and formulas)	Data Source/s (e.g. COUNTER, ARL Stats, ARL Salary Stats, IPEDS, SAILS, NSSE)	Related ARL Stats (current) or Salary Stats?	Related other standards such as ISO, KPIs listed below that are preceded by "B.2.2.2 Percentage of External User standards.
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			Grants	Total grant $ secured, with library support // How many grants were librarians named in? // How many research $ went to librarians?			# of faculty research grants secured, Total grant $ secured, with library sup were librarians named in? // How ma librarians?
			Business Creation	Venture or private investment funds raised, # of new businesses, revenue, profits generated			Venture or private investment funds businesses, revenue, profits generate
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Advance interdisciplinary initiatives in research and education that align our expertise with the world's most pressing needs (Case Western Reserve Univ)			How does the library support research outputs // What have the institution's researchers published? How has the library been involved? What has the library contributed (or not contributed) to faculty/researcher production?	# of grants, patents, awards, dissertations, data sets, degrees granted		PHDAWD // PHDFLD	# of grants, patents, awards, dissertat granted
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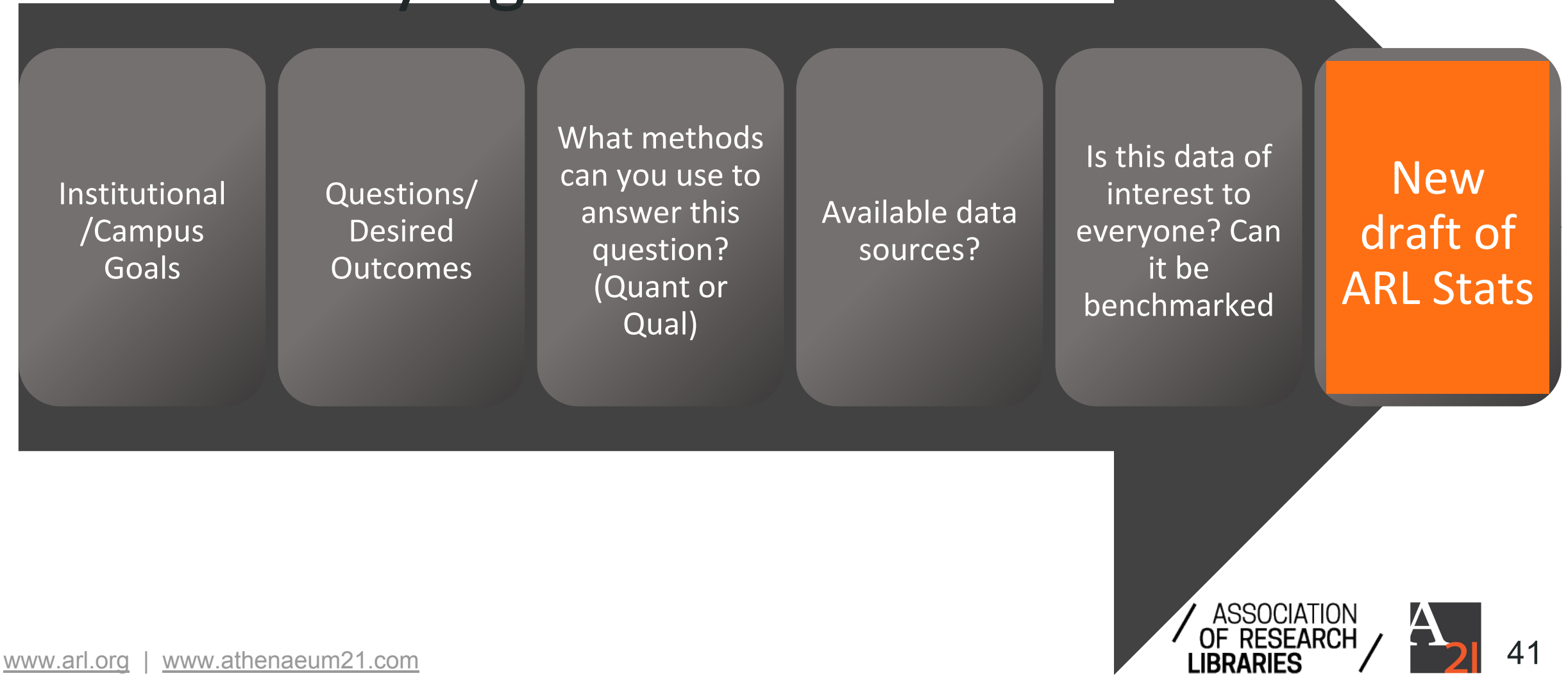
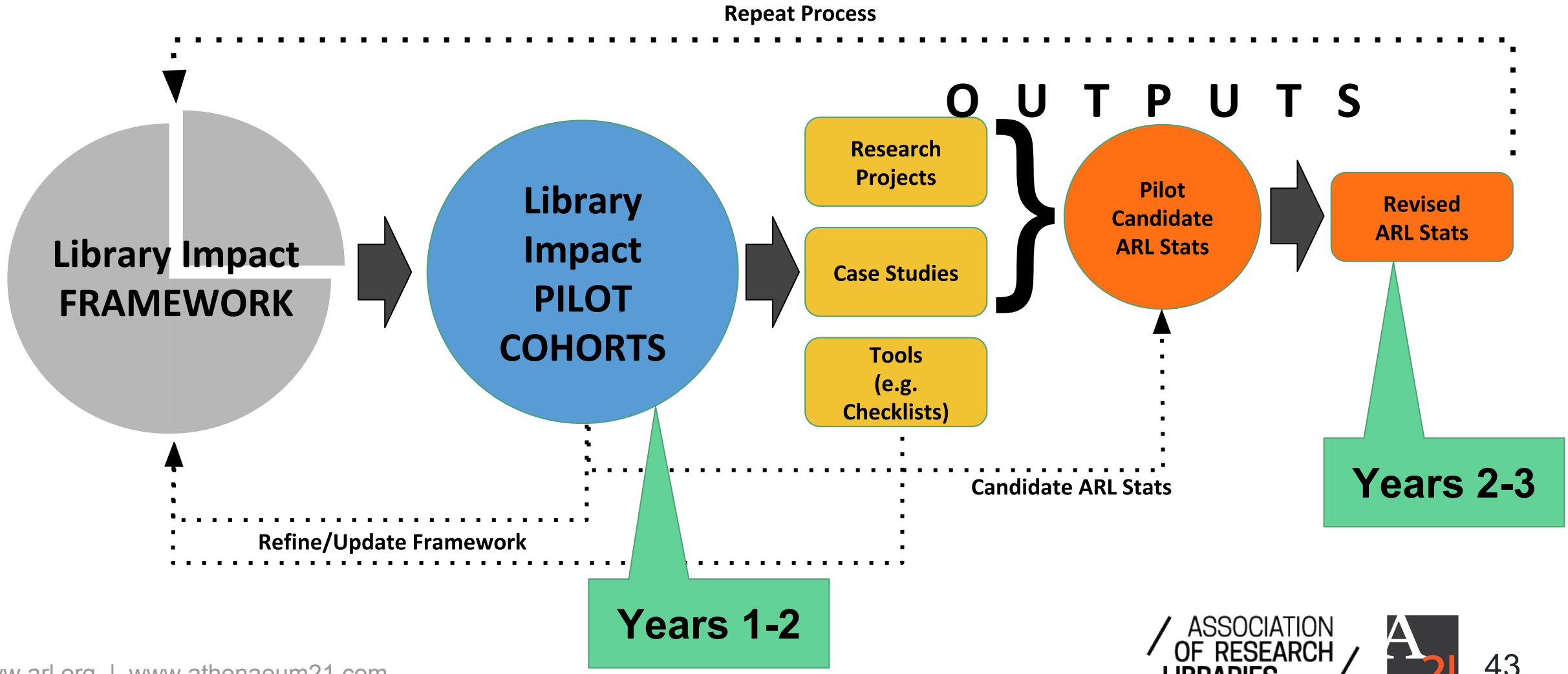
			What is the impact of library collections on research and teaching efficiency/productivity?				

Filling out the Framework & Identifying New ARL Stats



ARL Proposed Stats Pilots
1 Gather new candidate ARL stats identified during Library Impact Pilot Cohorts
2 Prioritize and test candidate stats with sub-sets of ARL membership
3 Evaluate cost/benefit of candidate stats
4 Test utility and usefulness of candidate stats
5 Recommend tested candidate stats for adoption
6 ARL Members ratify and adopt new stats

Continual Process



Questions / Comments?

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