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Accountability versus Count-Ability

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Accountability

versus Count-Ability

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Personal Observation

Carnegie Mellon
UNIVERSITY LIBRARIES

- Lots of data gathering

- Some data are compiled

- Some compiled data are analyzed

- Some analyzed data are actually used

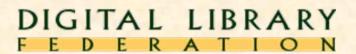**Wasted effort?**

Personal Suspicion

- Lots of data languishing – Why?

    - Accountability for data reporting is minimal

    - Data management is cumbersome

    - Sense that some of the data aren't useful

    - Imperative to implement new measures

New Data Gathering
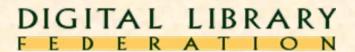
- Become a "predominantly digital library"
  - Input & output measures of digital resources
  - Composite measures of traditional & digital activities
  - Outcome measures

- Address Library Advisory Board concerns
  - New majors & how we learned the news
  - Digitization & collaboration activities
  - Return rate of approval plan books
  - Performance measures

Assessment Challenges

- Deciding what data to gather

- Understanding the whole assessment process

- Determining what skills to acquire & how

- Organizing assessment as a core activity

- Managing assessment data

- Acquiring an interpretive context

Assessment Priorities

1. Understand user behavior

2. Operate cost-effectively

3. Validate expenditures

4. Recruit & retain excellent staff

Assessment Audiences

- University administrators

- Library Advisory Board

- Library administrators, managers, & staff

- Accreditation & funding agencies

- Peer institutions & other libraries

- National statistics tracking organizations

- Library users

2001 MIS Task Force

- Assess current & proposed data practices

- Determine what data to gather & how

- Develop a specification for a new MIS
  that resolves common problems in current practice

- Oversee implementation of the new MIS

MIS TF Time Line

	INITIAL	REVISED
Conduct data audit & needs assessment	May 01	Jun 01
Recommend data to gather & manage in MIS	Jul 01	Apr 02
Prepare & approve functional specification	July 01	Jun 02
Evaluate & recommend software for new MIS	Sept 01	Aug 02
Prepare & approve design specification	Nov 01	Nov 02
Implement & test MIS prototype	Feb 02	Feb 03
Implement & test production MIS	May 02	May 03
Document MIS & provide training	Jun 02	Jul 03
Migrate data & release new MIS	Jul 02	Aug 03

Data Audit

- May-Jun 2001 – Interviews with functional groups
  - What data do you gather or plan to gather?
  - How do you gather the data? How often?
  - How do you use the data? How often?
  - For what purpose do you gather the data?
  - For what audience do you gather the data?
  - How do you present the data? To whom?
  - How do you store, access, & manipulate the data?
  - What problems do you have with data?

Create & Revise Spreadsheet

- Jul 2001 – Created spreadsheet & identified problems

- Aug 2001 – Libraries Council
    - To confirm information was accurate & comprehensive
    - To share understanding of problems with current data practices
    - Outcome: add more existing data & proposed measures

- Oct 2001 – Department heads
    - To confirm information was accurate & comprehensive
    - Outcome: clarification of minor details

Common Current Problems

- Data gathering, compilation, & analysis are decentralized & uncoordinated

- MIS is incomplete & not kept up-to-date

- Sheer volume of data is overwhelming

- Errors or anomalies are not corrected

- Data gathering & entry are too complicated

- Difficult to generate multi-year trend lines

More Common Current Problems

- Lack of communication & training
  - What data are available? Where?
  - How to access & use the current MIS
  - Access privileges, server, & network problems

- Wasted resources
  - Duplicate efforts
  - No one has time, skills, or responsibility to analyze
  - Data are not used or under used

Sept 2001 – Field Trip to Penn State

- Our (my) initial timetable was naïve

- The pace of our progress was good

- Keep the size of the task force small

- Use more sampling

- Select data to be managed in MIS
  based on articulated research questions

Winnow the List: MIS TF Stymied

- Least useful data = data required for ACRL & IPEDS
  - University Librarian will consider NOT gathering the data IF we don't really use it or it can't be automated

- Don't know enough about data gathering & use
  - Can current or proposed data gathering be automated?
  - Do or will department heads use the data? If so, how?

- Ambiguity & ambivalence
  - Someone above them in the food chain uses the data
  - Data reporting isn't that important

Revise Spreadsheet Again…& Again

- Feb 2002 – Asked department heads
  - Department
  - Data
  - Internal Audience
  - External Audience
  - Use by department?
  - Is it automated now? Can it be automated?
  - Current
  - Proposed
  - Keep regularly, Sample, or Not gather?

Current Data Gathering

	Current Data Gathering				Subtotal	% Manual	% Sample	
	Automated		**Manual**					
	Keep routinely	Sample	Keep routinely	Sample				
Administration	2		9		**11**	82%	0%	
Access Services	13	2	8	4	**27**	44%	22%	1
Acquisitions	3		12	1	**16**	81%	6%	1
Cataloging			10	1	**11**	100%	9%	
Science Libraries	1		4		**5**	80%	0%	
Hunt Reference	1		5		**6**	83%	0%	
Arts & Spec Coll	1		10		**11**	91%	0%	
Archives & DLI			6	1	**7**	100%	14%	
LIT Operations	2		4		**6**	67%	0%	
LIT R&D	4				**4**	0%	0%	
TOTAL	27	2	68	7	**104**	72%	9%	2

Proposed Data Gathering

	Proposed Data Gathering					GRAND TOTAL	% Increase	% Increase Manual	% Increase Sample
	Automated		Manual						
	Keep routinely	Sample	Keep routinely	Sample	Increase				
Administration			1		1	**12**	8%	100%	0%
Access Services	1		2	3	6	**32**	19%	83%	50%
Acquisitions			1		1	**16**	6%	100%	0%
Cataloging			1		1	**12**	8%	100%	0%
Science Libraries			3		3	**8**	38%	100%	0%
Hunt Reference			3		3	**9**	33%	100%	0%
Arts & Spec Coll			6		6	**17**	35%	100%	0%
Archives & DLI					0	**7**			
LIT Operations	1				1	**7**	14%	0%	0%
LIT R&D	5				5	**9**	56%	0%	0%
TOTAL	7	0	17	3	27	**129**	21%	74%	11%

Apr 2002 – Recommendations to LC

- What data to gather

- How to gather the data

- What data to manage in 1ˢᵗ version of new MIS
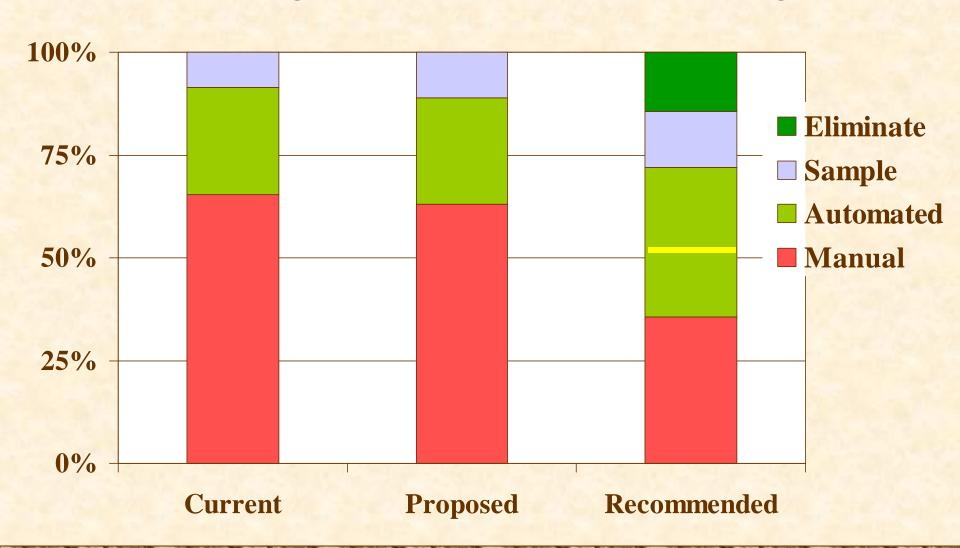
Criteria for Data Gathering

- Data used by library administrators & department heads
  - Usefulness gauged by relationship to strategic & digital plans, & Advisory Board concerns
  - Keep regularly data that is or can be gathered automatically
  - Sample data gathered manually, used less frequently, & only by internal audiences

- Compile ACRL & IPEDS data that are easy to gather

- Stop or don't start gathering data that are difficult to gather or not useful

What Data to Gather & How

C = Current   P = Proposed

STRATEGY	C	P	TOTAL	
Eliminate	11	6	17	14%
Sample	13	3	16	14%
Keep regularly				
Automated	24		24	20%
Automate if possible	13	6	19	16%
Manual	35	7	42	36%
TOTAL to gather	85	16	101	100%

Changes in Data Gathering

Criteria for Data in the New MIS

- Data useful to library administrators & department heads
  - Measures of important traditional or digital trends
  - Data gathered regularly for ACRL, IPEDS, & Factbook
- Small enough data set to implement in a year
- Other data may be added in subsequent versions
- All data gathered will NOT be managed by the MIS
  - For example, department goals for Advisory Board

Next Steps for MIS TF

May 2002	Decide what data manipulations, access controls, & graphics we want the new MIS to do Consider additional new measures
July 2002	Determine the feasibility of what we want Document functional requirements specification Submit to the Libraries Council (LC) for approval
Sept 2002	Evaluate software & make recommendation to LC
Dec 2002	Design the user interface of the new MIS Use paper prototyping to facilitate design work
Jan 2003	Begin implementing new MIS prototype

Next Steps for MIS TF

???	MIS prototype ready for data entry & testing
2-3 weeks	Test prototype MIS
???	Revise design & functionality based on testing
???	Implement MIS Work with LC to decide what existing data, if any, gets "migrated" to the new MIS
2-3 months	Documentation, training, data entry, & testing
???	New MIS released

"Culture of Assessment"

- Traditional & emerging measures
  - Inputs, outputs, outcomes, composites, performance
  - Assessments of new measures to reach consensus

- Guidelines, best practices, & standards

- BS about "creating a culture"
  - As if new know-what & know-how are enough
  - No attention to what a culture really is
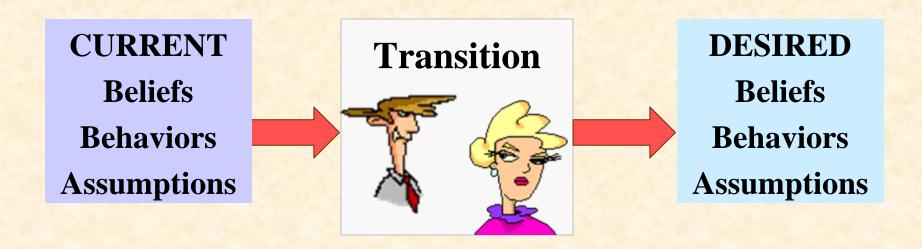 - No understanding of what it takes to change a culture

What is a Culture?

- *Beliefs* – values & expectations

- *Behaviors* – observable activities

- *Assumptions* – unconscious rationale for continuing beliefs & behaviors

Conner, D.R. *Managing at the Speed of Change*. NY: Villard, 1992.

Orchestrating a Culture

- Conduct a cultural audit
  - If there's a gap between your current culture & your objectives, close it
  - If you don't close it, the current culture wins

CURRENT
Beliefs
Behaviors
Assumptions

Transition

DESIRED
Beliefs
Behaviors
Assumptions

Audit via Observation

	CURRENT	DESIRED
Beliefs	• Data aren't useful • Data aren't used • No reward for work	• Data are useful • Data are used • Work is rewarded
Behaviors	• Haphazard data gathering, reporting, compilation, & analysis • Inefficient data mgmt • Ineffective data use	• Accurate, timely data gathering, reporting, compilation, & analysis • Efficient data mgmt • Effective data use
Assumptions	**Data aren't important**	**Data are important**

Audit via Questionnaire

- Survey of perceptions of assessment practices, priorities, & problems
  - Perception by level in organizational hierarchy
    - Administrator, Middle manager, Other
  - Perception by library unit
    - Public services, Technical services, IT
  - Perception by status
    - Faculty, Staff

Conducted
Charleston Conference 2001
VRD Conference 2001
Carnegie Mellon 2002

Audit via Questionnaire

- Somewhat agree on top three priorities
  - Understand user behaviors, needs, expectations, & priorities
  - Operate the libraries cost-effectively
  - Validate expenditures

- Disagree on
  - How assessment is organized
  - What assessments are conducted
  - What resources are allocated to assessment
  - What we need to solve our assessment problems

Change is Inevitable & Accelerating

- Resistance is natural – it should be futile

- The onus is on management
  - People must be willing to change – CONSEQUENCES
  - People must be able to change – TRAINING

- Change management is pain management
  - Pain = incentive to disengage from the status quo
  - Remedies = incentive to adopt the vision & plans

Your Will Pay For Change

Secure commitment

OR

Suffer the consequences
 – Failure
 – Missed opportunity

Thank you!