

# Quality Frameworks in Academic Libraries

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# Statistics

Statistics

Assessment

Statistics

Assessment

Measurement

Statistics

Assessment

Metrics

Measurement

Statistics

Assessment

Metrics

Quality  
Improvement

Measurement

Statistics

Assessment

Metrics

Quality  
Improvement

Evaluation

Measurement

Statistics

Assessment

Outcomes

Metrics

Quality  
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Statistics

Assessment

Impact

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Quality  
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Statistics

Assessment

Impact

Outcomes

Metrics

Quality  
Improvement

Evidence-Based

Evaluation

Measurement

# Balanced Scorecard

# Balanced Scorecard

Lean

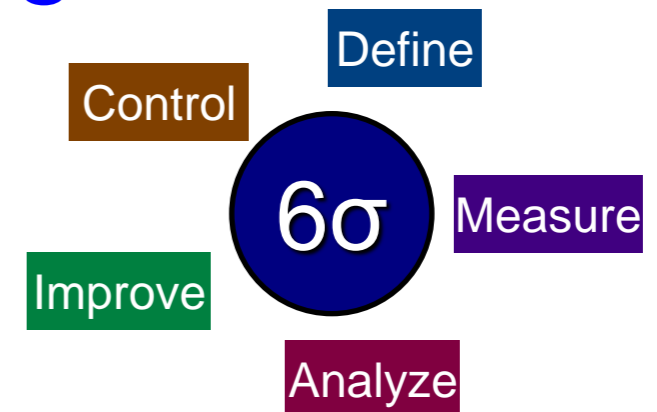


# Balanced Scorecard

Lean



# Six Sigma



# Balanced Scorecard

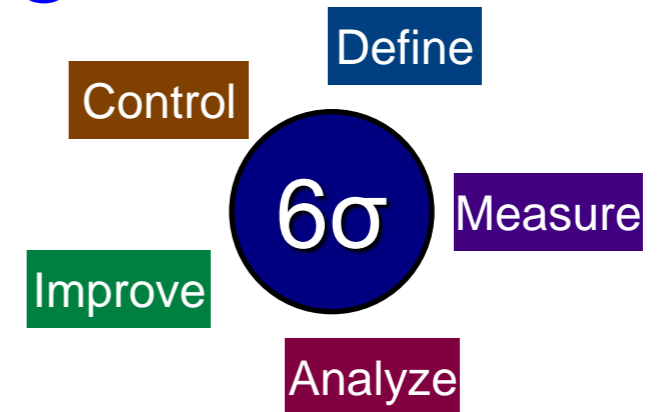
# Baldrige



# Lean



# Six Sigma



# Balanced Scorecard

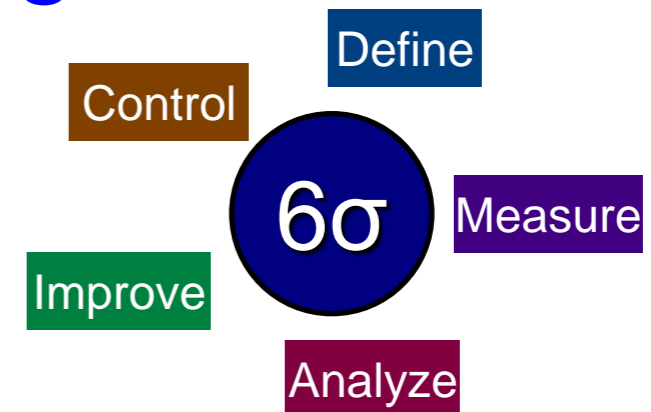
Lean



Baldrige



Six Sigma



ISO9001

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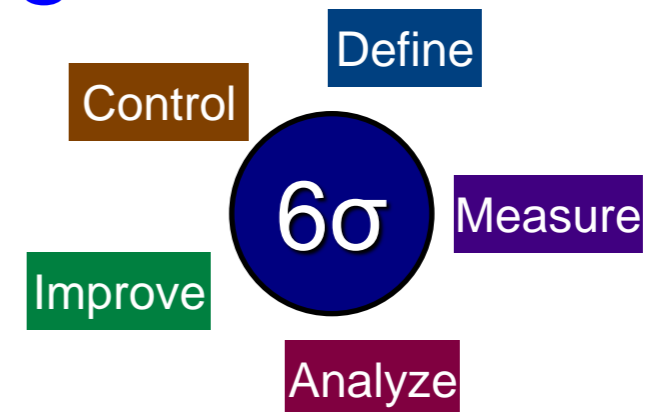
# TQM

# Lean



# Baldrige

# Six Sigma



# ISO9001



# Quality Frameworks

- Do academic libraries utilize established quality improvement frameworks?
- Have academic libraries adopted elements of such programs?
- Are academic librarians interested in learning more?



# An Established Framework has:

- A system for identifying, prioritizing, and organizing assessment projects/activities
- Support from library leaders for gathering and utilizing data
- Budget/Financial support
- Dedicated staff

# The System has a Methodology to:

- Define project scope
- Select appropriate research methodologies to identify situations where customer requirements are not being met
- Select appropriate research methodologies to determine process capability

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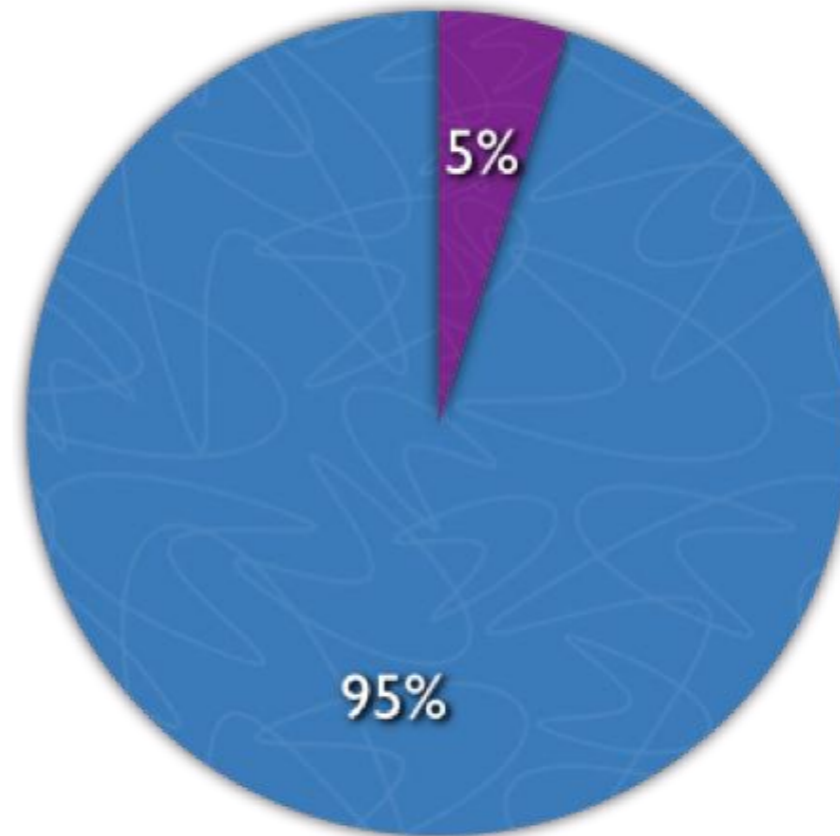
- Analyze results and identify potential root causes for identified issues
- Develop, pilot, evaluate, and implement potential solutions to solve issues
- Sustain the improvement

# The Survey

- Distributed to 536 academic libraries
- 158 returned (29.5% response rate)

Only 8 libraries indicated they utilized an established quality improvement framework!!!!

- Established Framework
- No Established Framework



# An Established Framework has:

- A system for identifying, prioritizing, and organizing assessment projects/activities (36, 24.0%)
- Support from library leaders for gathering and utilizing data
- Budget/Financial support
- Dedicated staff

# The System has a Methodology to:

- Define project scope (23, 63.9%)
- Select appropriate research methodologies to identify situations where customer requirements are not being met (31, 86.1%)
- Select appropriate research methodologies to determine process capability (20, 55.5%)



# The System has a Methodology to:

- Analyze results and identify potential root causes for identified issues (30, 83.3%)
- Develop, pilot, evaluate, and implement potential solutions to solve issues (28, 78.8%)
- Sustain the improvement (27, 63.9%)

# An Established Framework has:

- A system for identifying, prioritizing, and organizing assessment projects/activities (36, 24.0%)
- Support from library leaders for gathering and utilizing data (151, 95.6%)
- Budget/Financial support (70, 44.3%)
- Dedicated staff (83, 52.5%)

# Positions Responsible

## Assessment Coordinator

- Assessment Director
- Assessment Librarian
- Coordinator of  
Assessment
- Director of Library  
Assessment
- Library Assessment  
Coordinator

(n=17)

## Administration

- Assistant Director for  
Assessment
- Associate Dean for  
Library Services
- Associate Director
- Dean of University  
Libraries
- Director of Libraries

(n=21)

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# Positions Responsible

## Committee

- Chair, Library  
Assessment Committee
- Chair, User  
Assessment Group
- Planning and  
Assessment Team

(n=17)

## Dual Role

- Coordinator of Reference  
Services and Library  
Assessment
- Head of Public Services
- Instruction and  
Assessment Coordinator
- Serials & Assessment  
Librarian
- Web Librarian

(n=23)

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# Positions Responsible

## Other

- Data Analyst
- Data Specialist
- Planning and Assessment Officer
- Process Improvement Specialist
- Service Quality Librarian
- User Experience Librarian

(n=23)

# Concluding Thoughts

- The array of terminology utilized to describe efforts to study the effectiveness of services and programs = a conversational challenge
- A conceptual framework for defining library assessment for higher education is needed

Term	Proposed Definition	Proposed Level of Focus	Sample Projects (see below for links)
<b>Analytics</b>	An overarching concept that is defined as data-driven decision making (from Ravishanker).	All levels	<ul style="list-style-type: none"> <li>• M-Reports Dashboard</li> <li>• Learning and Career Outcomes</li> </ul>
<b>Academic Analytics</b>	A process for providing higher education institutions with the data necessary to support operational and financial decision making (adapted from Goldstein and Katz).	Institution	<ul style="list-style-type: none"> <li>• Effectiveness Sources Portal (ESP)</li> <li>• Sponsored Project Excellence Achieved through Redesign (SPEAR)</li> </ul>
<b>Learning Analytics</b>	The use of analytic techniques to help target instructional, curricular, and support resources to support the achievement of specific learning goals (adapted from Bach).	Department/ learner	<ul style="list-style-type: none"> <li>• Course Signals</li> <li>• Check My Activity</li> </ul>
<b>Predictive Analytics</b>	An area of statistical analysis that deals with extracting information using various technologies to uncover relationships and patterns within large volumes of data that can be used to predict behavior and events (adapted from Eckersen).	All levels	<ul style="list-style-type: none"> <li>• Student Success Plan</li> <li>• Student Readiness Inventory</li> </ul>

# Concluding Thoughts

- Libraries are starting to formally or informally utilize quality frameworks to structure or organize their assessment programs.
- Human, financial, and capital investment imperative to establish a program which realizes sustained change.

Thank you

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