

Value, impact
and the transcendent library:
*progress and pressures in performance
measurement and evaluation*

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The Arguments

- Cross-pressures and failure to prove worth
- Worth is about value (and impact)
- The value sought is transcendent
- Library assessment has been about (mainly) quality rather than value
- Value is linked to values
- Values provide the key and route to proof of worth

Library performance measurement

**CONTEXT AND CROSS
PRESSURES**

The University Context

(from the 2006 Library Assessment Conference, *after Lombardi*)

Universities have two “bottom lines”

1. Financial (as in business)
2. Academic, largely through reputation in
 - Research (the priority in “leading” Universities)
 - Teaching (& maybe Learning)

RIN Report on academic library challenges

- “ ... there is a strong feeling among senior librarians that they have failed effectively to communicate the value of their services ... there is an increasing risk that much of what libraries actually do may be invisible in a virtual environment. ... we believe it is important that libraries should be able to show ... that they provide services with demonstrable links to success in achieving institutional goals. Return on investment is thus an increasingly important issue. Libraries need to be more proactive in seeking to understand user behaviour and workflows; and in rigorously demonstrating the value of their activities The focus of performance indicators up to now has tended to be on inputs and outputs ... rather than addressing the much harder issues relating to impact and value. ... we believe it is essential that more work is done to analyse the relationships between library activities ... and learning and research outcomes”

Guardian editorial reporting
Professor Michael Sandel's Reith Lectures,
4th July 2009

“the credit crunch has exposed myriad mirages, demonstrating how the market can get things badly wrong when it comes to valuing things ... **when bureaucracies price things which should not be priced, they start trading them off against other objectives, instead of appreciating their absolute obligations.**”

Library directors under cross-pressure between new public management and values based management.

Pors & Johanssen, 2003

“civil society has more to do with attitudes, feelings and symbols ... leadership [sees] an increasing emphasis on values ... value-based management is second only to change management ... but most organisations consist of different value sets ... there is a focus on the importance of leaders as value creators”

(My) Conclusions

- The aims of the academy are transcendent
- Reductionism is not the answer
- There are new pressures for proof of value, beyond current evaluation
- Values are connected to value

TRANSCENDENCE AND VALUE

What is Value?

“The quality or fact of being excellent, useful or desirable”

Rescher, 1969

What is value?

- Cost efficiency
- Cost effectiveness
- Cost comparison (for benchmarking)
- Financial management process standards & audit
- Financial allocation (for transparency)
- Valuation (including contingent valuation)
- Value added
- Return on investment
- Best value programmes (eg UK Open University)

Questions about computing value

- Extrinsic or intrinsic value?
- Instrumental or symbolic?
- Holistic or process-based?
- Transcendent or hedonic?
- Value within a value system

Conclusion

The transcendent library is one in which the value can be judged beyond immediate needs and demands, and in terms of the library as a whole

A natural history

LIBRARY EVALUATION

Academic Library Progress

- “Storehouse”
- “Service”
- “Educational integration”

Lancour, 1951

Orr's Library Goodness (1973)

“Is good”

Quality

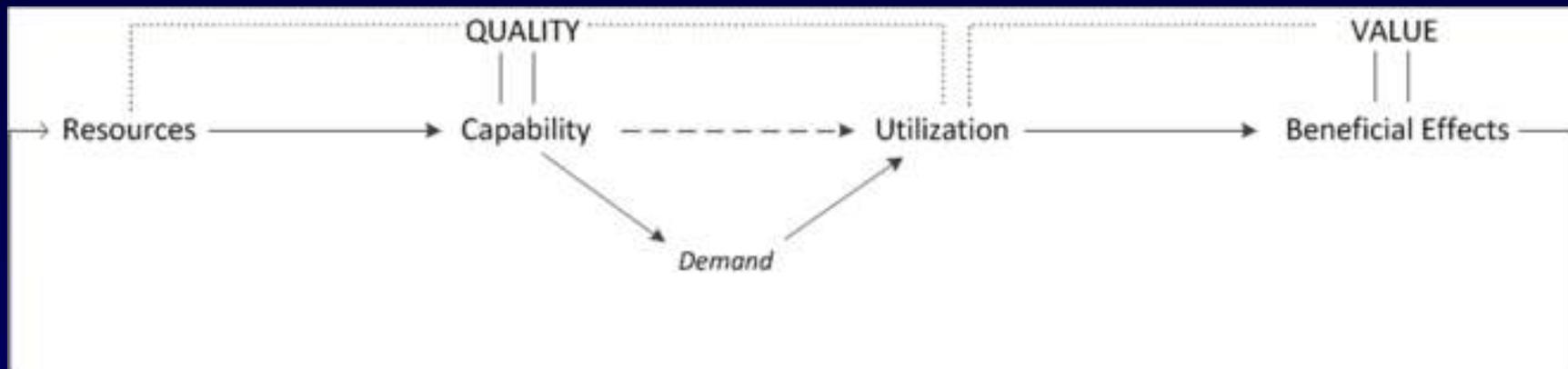
Effectiveness

“Does good”

Value

Benefit

The distinction between Quality and Value



R. H. Orr. (1973). MEASURING THE GOODNESS OF LIBRARY SERVICES: A GENERAL FRAMEWORK FOR CONSIDERING QUANTITATIVE MEASURES. *Journal of Documentation*. 29 (3), p318.

Conclusions

Future measurement developments:

- More related to institutional intent
- More about intangible benefits
- More about a coherent and holistic picture
- About what leads to valuable performance rather than quantifying value measures

in Libraries

**VALUE AND IMPACT
MEASUREMENT**

SCONUL VAMP Objectives

- New *missing* measurement instruments & frameworks
- A full coherent **framework** for performance, improvement and innovation
- **Persuasive** data for University Senior Managers, to prove value, impact, comparability, and worth



Society of College, National and University Libraries

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The Performance Portal

Welcome to the SCONUL Performance Portal. This site has been developed by the [Working Group on Performance Improvement \(WGPI\)](#) on behalf of SCONUL, to create and encourage a community of practice in library performance, measurement, assessment and evaluation.

The WGPI has a continuing commitment to provide a toolkit of data, measurement techniques and instruments in the field of library performance measurement. This site provides a selection of approaches intended to assist College, National and University libraries in demonstrating their value and worth to senior stakeholders within their institutions.

For each approach to measuring library performance there is:

- a definition and introduction,
- a methodology designed to help you implement the approach at your institution,
- an experience page containing supporting resources, and

How To Add Content

[How to add content to the Performance Portal](#)

Topic Area/Approach

- [Charter Mark](#)
- [Customer Satisfaction Surveys](#)
- [EFQM Excellence Model](#)
- [HELMS Statistics](#)
- [Impact Initiative](#)

The LIRG/SCONUL Impact Initiative

- Ten institutions in Phase 1
 - Eight on information literacy
 - Aim was support for e-learning!
- Twelve institutions in Phase 2
 - Much broader spread and focus
 - Very specific and bounded
- High local benefit; little *collective* benefit except in technique?

Value measurement in libraries: *a brief recent review (of reviews)*

“focusing on cost without being able to demonstrate [service] value and quality ... leaves the initiative to people whose chief concern is cost-control or profit: the funders and the vendors”

Whitehall, T (1995)

Libraries and economic value: a review of recent studies. Missingham, 2005

A natural history of value initiatives:

- Activity based costing for output efficiency
- Perceived value based on labour saving
- Balanced scorecard pressure for 'hard' value measurement

“demonstrate value by linking to the organisation's value statements”

Libraries and economic value: a review of recent studies. Missingham, 2005

- Covers British Library, 3 US Public Library systems, plus national bibliographic services in Australasia
 - BL 1:4.4
 - Public Libraries 1:4-6.5
 - NZ 3.5:1 cost benefit ratio
- Does the variation reflect real differences across communities?; larger libraries give higher returns
- What is the precise level of “good”
- Contingent valuation does not provide a “magic bullet”

Libraries and return on investment (ROI): a meta-analysis. Aabo, 2009

- New field of library valuation and research
- Financial crisis generates a need for worth estimates in monetary terms
- Review of reviews
 - 17 US Public Libraries
 - 43 worldwide libraries

Libraries and return on investment (ROI): a meta-analysis. Aabo, 2009

- **Lack of consistency in methodology limits valuation comparisons**
- Generally scores are within the 1:4 range
- 80% of studies are US; over 80% are Public libraries
- Methods include cost-benefit analysis, contingent valuation, secondary economic impact

*An old tool with new uses: return on investment.
White, 2007*

- Performance value and impact requirement on libraries generate need for multiple perspectives on assessment
- ROI = ratio of resources gained (or lost)/total amount of resource provided
- Library uses
 - Predictive investment decision making
 - Post implementation value assessment
 - Often defensive and reactive

*An old tool with new uses: return on investment.
White, 2007*

- No professional consensus on methodology or value determination
- Proposes
 - Predictive use for small scale investment
 - Introspective use to evaluate unit to unit services within the library
 - Offensive use for library intangibles

*Intangible assets for academic libraries.
Kostagiolas & Asonitis, 2009*

- Intangible assets = assets without tangible hypostasis
- Equivalent to knowledge assets?
- Difficult to evaluate, but a library's total valuation = the sum of value of real and intangible
- Focuses on the added value intangibles create

*Intangible assets for academic libraries.
Kostagiolas & Asonitis, 2009*

- Requires intellectual capital reporting model
 - Using ROI, contingent valuation etc
- Dimensions
 - Human capital
 - Organisational/Structural capital
 - Relational capital

Conclusions

- Traditional value measure tools will only provide a partial answer
- Some economic value tools may only reflect instrumental aspects
- Value requires assessment of more intangible benefits

VALUE, VALUES AND VALUATION

Valuation to values

“Whenever valuation takes place ... values must enter in .. in evaluation an indispensable recourse to underlying values is involved”

“**values** cannot be deduced from .. data or logic ... they **have to be chosen**”

Value and work

“ Value creation is the objective of every enterprise, every worker and every leader”

Cameron, KS et al (2006)

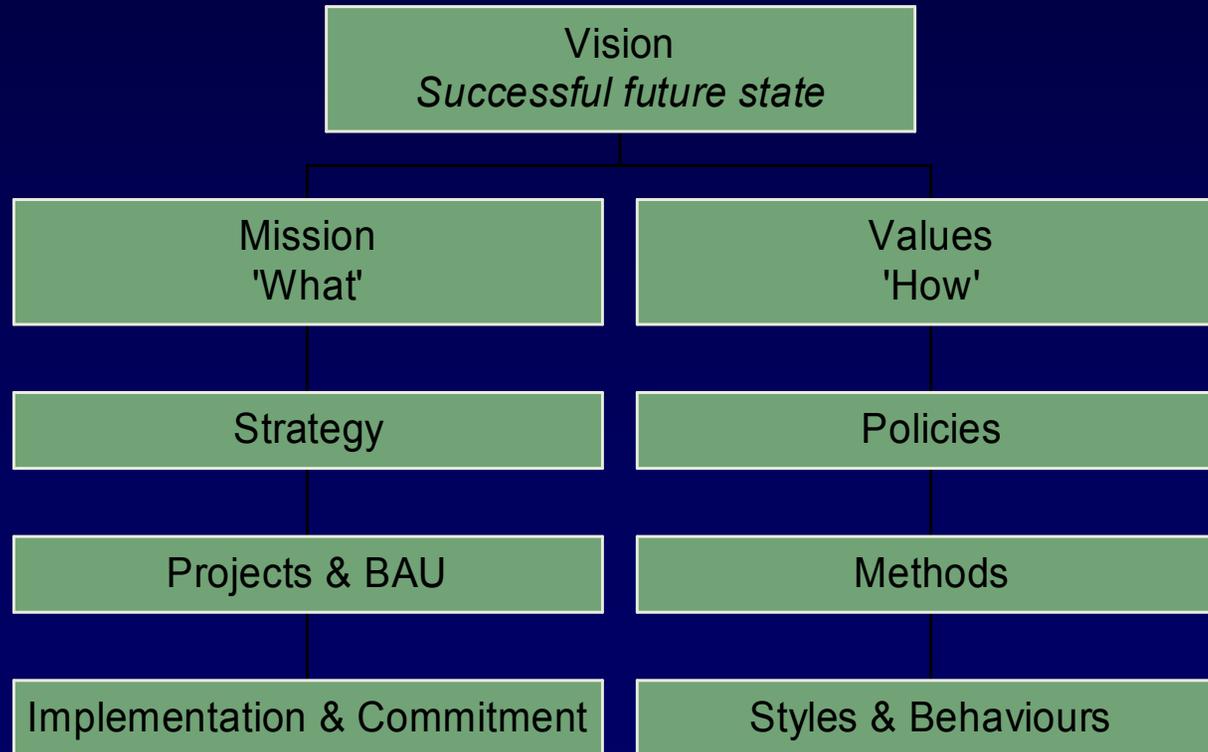
Values in work

Core values are about things that are personally important ... values are what gives purpose to a *job in the eyes of the individual who does it ...*

Motivation brought **is proportional to the values perceived** in the job.

University of Kent

Leadership Framework



*Leading change when business is good: an interview
with Samuel J. Palmisano.
Hemp & Stuart, 2008*

- IBM in 2003; a need to improve **‘working together’** to reflect the company’s new integrated solutions
- **“Values-Jam”**; an intranet discussion amongst 320,000 employees to ‘weigh in’ on a new set of corporate values
- **10,000 comments, mainly dissonant and discontented**, leading to resurfacing of original values (dedication; innovation; trust)
- Coexistence of hard financial metrics with soft corporate values

University of York Library & Archives Values initiative

- Staff development sessions
 - Competing values
- Values debate
 - Using Web 2.0 technique
- Values awayday
 - All staff
 - Selected user communities representatives, to present narrative on what they value and disvalue about the library service

Competing values

- “One of the forty most important frameworks in the history of business”
- Leadership-performance-value creation
- Four dimensions (organisation/orientation)
- Map generation
- HE use at North Western Michigan College

Competing values framework

The Clan Culture

Internal focus & collaboration
Human development & commitment

Collaborate

The Adhocracy Culture

External focus & individuality
Innovation, vision & constant change

Create

The Hierarchy Culture

Internal focus & stability
Control, efficiency & capable processes

Control

The Market Culture

External focus & stability
Competition & customer focus

Compete

Competing values framework

The Clan Culture

Customer Services?

Collaborate

The Adhocracy Culture

Digital Library Development?

Create

The Hierarchy Culture

Content Services?

Control

The Market Culture

Academic Liaison?

Compete

Staff values debate using ideascale

Address <http://york-libarch-values.ideascale.com/> Go

THE UNIVERSITY OF YORK Values Consultation

new idea +

Vote on Library & Archives values

Contribute	Brainstorm	Vote	Witness
			
contribute suggestions and ideas	brainstorm with others	vote ideas up or down	See your ideas in action

Categories

- All (11)
- Control (2)
- Create (2)
- Collaborate (3)
- Compete (4)

Profile

- My Profile
- My Ideas (0)

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11 Ideas, 43 Comments, 288 Votes



Top Rated (11) Recent

 Vote Up

40

 Vote Down

We are focused on our users and responsive to their needs

ja546 1 month ago

We are focused on our users and responsive to their needs (Compete)

Comments (6) | Compete

 Vote Up

35

 Vote Down

User values (Academic Engineer)

- Library as a “real tangible physical expression of knowledge”
- “Intellectual heart, a collection of knowledge made without fear or favour”
- Exaltation of solitary study - deeper understanding by “conquering the stuff alone”
- Organisation of knowledge reflected in how things are laid out; browsing and walking through physical objects
- Browsing; overview of knowledge by the way it is structured; ‘to steer thinking’; density tells you what’s important
- “A real physical existing thing where I can see the celebration of scholarship”

Disvalued

- Hidden stuff
- Web sites
- “Collections in the way of stuff”

User values (Undergraduate)

- Demographic changes heighten values
 - Internationalisation
 - Mature students
 - Parent students
 - Disabled students
 - LGBT students
- Healthy body for healthy mind

Disvalued

- Investing more; getting less
- Fear of the future
- Lack of physical fit to modern real life situations

Values of PG student

- Dichotomies of value/disvalue
 - Learning versus research
 - PGs versus UGs
 - Personalisation vs paternalism
- Value of marketing; “Nudging”

Resulting values 1

Service

We are focused on our customers; anticipating and responding to their diverse needs

We value libraries as a welcoming and stimulating environment for learning and research

Scholarship

We collaborate with our academic partners and the wider community to add value to research, teaching and learning

We are committed to supporting learning and development in ourselves and others

Resulting values 2

Style

We continually improve through creativity and innovation

We are open, honest and inclusive in communication

Respect

We promote equality of opportunity for all

We value and respect each other and our individual contributions

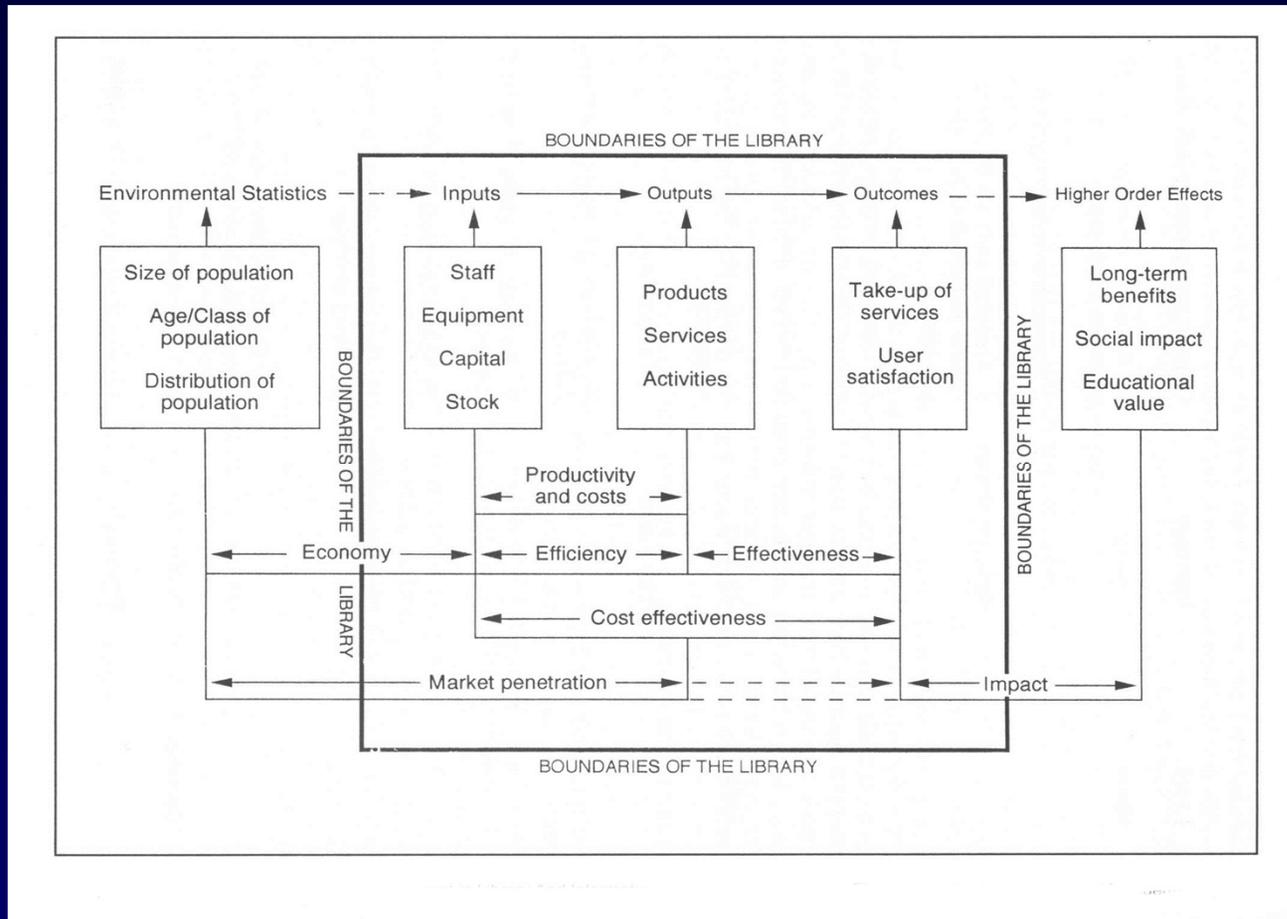
Conclusions

- Value measurement must be linked to values
- Value measures cannot be chosen until the values set is agreed
- Institutional values statements are the key source for considering value

Synthesis: a value scorecard?

THE TRANSCENDENT LIBRARY

Transcendence: beyond the black box

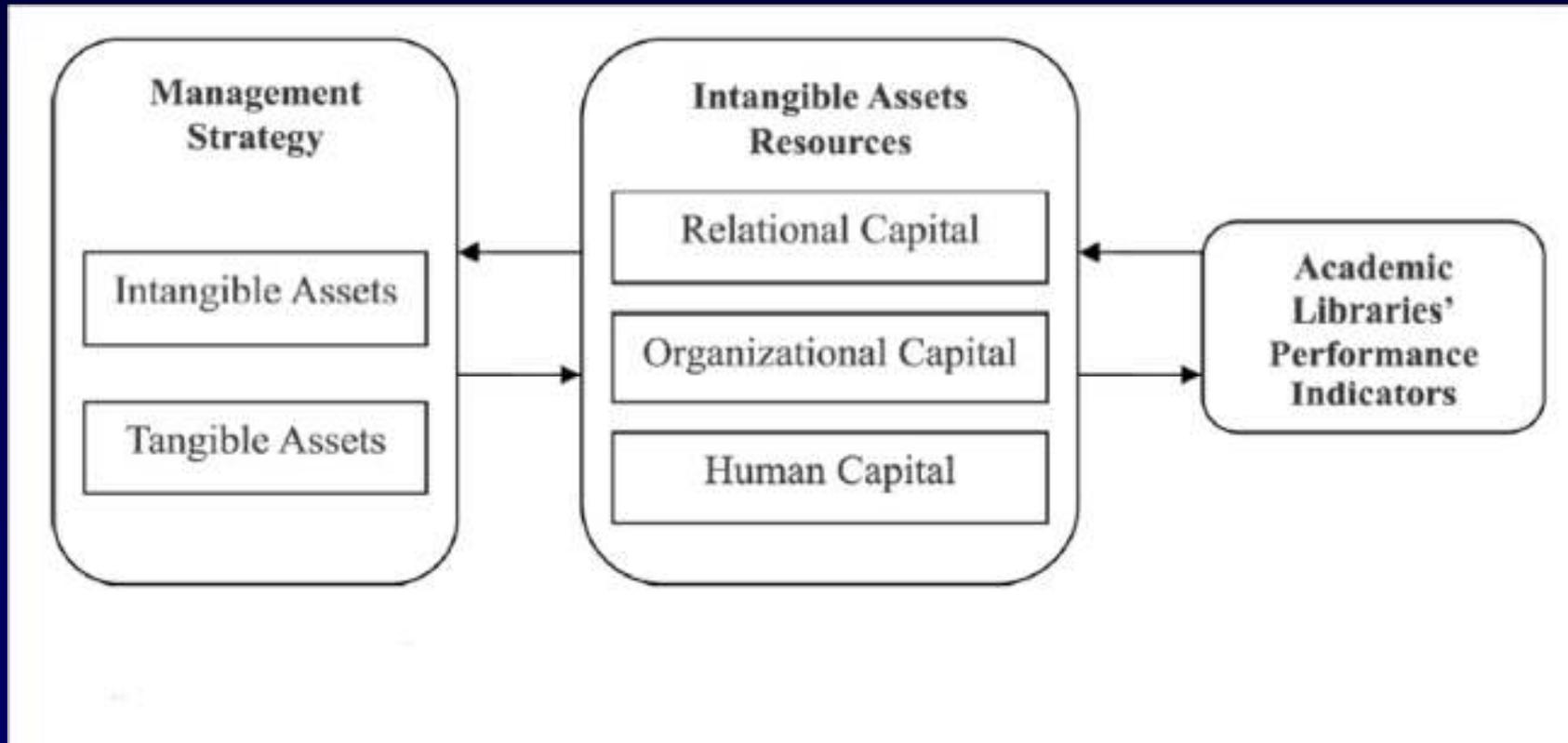


Abbott, Christine (1994). *Performance Measurement in Library and Information Services*. London: Aslib, The Association for Information Management. p19.

Transcendent measures

- Longer term
- Societal benefit
- Educational impact
- Holistic and coherent

Unmeasured assets?



Petros A. Kostagiolas & Stefanos Asonitis. (2009). Intangible assets for academic libraries. *Library Management*. 30 (6/7), p425.

Corrall & Sriborisutsakul

Indicators for:

- Human
- Structural
- Relational
- Collections and service

assets linked to institutional objectives

'New' methods

- Knowledge assets related
- Social return on investment
- Generic social outcomes frameworks

'New' processes

Learning:

- Information literacy impact
- Learning at distance
- Learning within space
- Transferable skills
- Long term impact of learning

Unmeasured contributions

- Research management and support
- Research information and data
- Research income
- Meta content
- Special collections

RLUK/RIN Value to researchers (2010)

- Value map of research-related library behaviours or characteristics, linked to end-user benefits
- Ten value 'stories'

Conclusions about value measurement

- Advocacy versus culture?
- **Economic valuations** tend to be one off, static, historic, defensive or project bounded
- **Values based evaluation** more likely to encourage dynamism, development and culture
- Need for a balanced and contextual answer

Defining worth and its assessment

- A holistic and coherent framework is needed
- Value is not quality
- Value relates to values rather than goals
- Value is as much about intangible assets as about tangible products
- What is valued are effects that transcend the library 'box'
- The story may need to be told in a different way

Conclusions

- Transcendent value likely to be local, rather than comparable
- Common metrics difficult
- Value is in the whole, not in the parts
- Hedonic value is essentially reductionist
- Can we operationalise measurement of common goods/social goals?

University of York Plan

- Excellence
- Internationalisation
- Inclusivity
- Sustainability

More the manifestation of transcendent values than specific plans?

