

**UCLA** Library




**Assessing the effectiveness of a university library's strategic initiative to foster data-informed decision making**

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## Introduction

A Library strategic plan identified an initiative to integrate a culture of assessment throughout the organization to encourage data informed decision-making processes.

The Assessment for Change Team launched a three pronged approach to inculcate a culture of assessment:

-  Spreading the message enterprise wide
-  Educating and being educated
-  Centralizing assessment work with a transparent planning platform & data repository

**Purpose of this Study:** Determine where UCLA Library is in its assessment maturity using an adapted maturity model frame rubric.

## Developing a Maturity Model (MM)

A "Maturity Model" is an aid for an enterprise to understand their current and target states in a particular competency. (Hack, 2017)

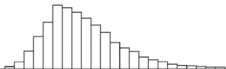
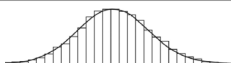
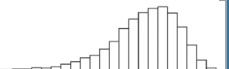
NEED	CHALLENGE	SOLUTION
Understand current and target states in data informed decision-making by identifying <b>what practices to measure.</b>	Literature review revealed many types of MM, but none were a complete fit.	Created <b>MATURITY MODEL   INFORMED DECISION-MAKING</b>

## Gathering Data | Methodology & Rubric

Methods	Rubric
<b>Survey Library staff</b>	Analyze survey data re: staff impressions and observations of assessment and data-informed decision-making within the organization for evidence of MM status
<b>Interview Library leaders</b>	Analyze interview data re: assessment and data-informed decision-making
<b>Review plans &amp; studies</b>	Review quality of assessments created over the past 2 years for adherence to evidence of MM using a rubric and observe people filling out assessment forms as part of usability testing
<b>Review reports</b>	Review quality of reports created over the past 2 years for adherence to evidence of MM using a rubric and observe people filling out report forms as part of usability testing

# Organizational Survey | Analysis & Findings | MM Practice

- Response rate = 52/approximately 400
  - Likert scale used to measure practices of MM
- \* Unit perspective skew left while Library perspective skew right

 Skew left   Strongly agree	 Symmetrical   3	 Skew Right   Strongly disagree
Alignment	Alignment	--
--	--	Collaboration
Readiness	Readiness	Readiness
Resource Allocation	Resource Allocation	Resource Allocation
Transparency	Transparency	Transparency

# Organizational Survey | Analysis & Findings | Questions

## Findings

Likert scale for questions reveals data informed decision-making maturity at a finer level

Higher Likert # = lower maturity  
Lower Likert # = higher maturity

### Likert # Trends

- Unit lower than Library
- division

### *demonstration of data*

Timestamp	Which broad division do you belong to?	What BEST describes your	UCLA Library work	UCLA Library work	How do you feel about	My Library unit alignment
	Which broad division do you belong to?	What BEST describes your	Readiness-unit	Readiness-unit	Alignment	Resource-unit
2020/10/12 11:42:	Distinctive (e.g. East Asian Library, International Studies, Special Collections)	Staff	4	4	3	3
2020/10/12 11:43:	User Engagement	Librarian	5	4	2	4
2020/10/12 11:45:	Digital Initiatives and Information Technology	Staff	4	4	3	4
2020/10/12 11:45:	Digital Initiatives and Information Technology	Staff	1	1	2	3
2020/10/12 11:48:	User Engagement	Librarian	3	3	2	3
2020/10/12 11:49:	Affiliate library	Staff	5	5	3	5
2020/10/12 11:51:	User Engagement	Librarian	2	2	3	2
2020/10/12 11:53:	Collection Management and Scholarly Communication	Staff	1	1	3	2
2020/10/12 12:03:	Film and Television Archive	Librarian	4	4	2	3
2020/10/12 12:08:	Distinctive (e.g. East Asian Library, International Studies, Special Collections)	Staff	2	3	4	2
2020/10/12 12:18:	User Engagement	Staff	3	2	4	2
2020/10/12 12:38:	Affiliate library	Staff	2	1	4	3
2020/10/12 12:41:	User Engagement	Librarian	3	3	3	3
2020/10/12 1:06:0	User Engagement	Librarian	4	4	2	4
2020/10/12 1:21:5	User Engagement	Staff	3	3	3	2
2020/10/12 1:51:4	User Engagement	Staff	2	2	3	2

# Organizational Survey | Analysis & Findings | Staff Feedback

*Do you have any suggestions for prioritizing areas of assessment in UCLA Library over the next 2 years?*

## Findings | Priority Areas of Assessment

- Spearhead
  - data & assessment workshops for staff
  - prioritized list of assessments
  - centralized decisions repository
- Collaborate with
  - staff conducting prioritized assessments
- Communicate
  - with Library staff re: assessment results
  - with campus assessment
- Continue work with Data Lake

CATEGORY	Sub Category 1	Sub Category 2
assessment - projects	anti racism initiative	diverse staff recruitment & retention
	budget	cuts
	collections	inventory & condition
	collections	user needs assessment
	GIS	capability & access resources
assessment - training	SILS	workflow efficiencies
	staffing	core operational needs
assessment - leadership	goals	frameworks
communication	direction (spear-heading)	priorities
	connections	campus assessment
data - access	open & transparent	
	centralize	transparent
data -decisions	rationale	
data - tools	tableau	
data -training	data analysis	excel, R, OpenRefine, Jasper
data lake	contributions	identify gaps
strategic plan	assessment	

# Library Leadership Interviews

MM PRACTICES	FREQ. MENTIONED CHARACTERISTICS	ASSOCIATED QUOTES
<b>READINESS</b>	ask questions data (informed decision making, awareness, access, gaps, external, urgency to access)	<p><i>"Many people make decisions anecdotally"</i></p> <p><i>"challenge for executives to make decisions really fast"</i></p> <p><i>"We don't ask question early enough"</i></p> <p><i>"We need more training and tools"</i></p> <p><i>"Know one place to start, even though Data Lake still needs to be developed"</i></p>
<b>TRANSPARENCY</b>	internal/external dashboards perspective	<p><i>"In general - Library is opaque"</i></p> <p><i>"Patriot Act over corrected in Libraries. Not shared in other areas of academic support"</i></p> <p><i>"Unless we get the answer we want, we fall back on 'not transparent' and/or 'not enough data'"</i></p> <p><i>"After years spent in academia, it's clear that transparency outside the library means obvious and simplistic. Transparency has value in context where library is not trusted. It's not clear to me that the more we try to be transparent, the more we are trusted"</i></p>
<b>COLLABORATION</b>	assessment across the organization collaboration beyond the library	<i>"Collaboration is easy now with the Data Lake because it's a centralized source of data"</i>
<b>ALIGNMENT</b>	strategic plan	<i>"Haven't seen strong follow ups"</i>
<b>RESOURCE ALLOCATION</b>	identified staff to focus on assessment	<p><i>"Need someone able to generate reports from all systems"</i></p> <p><i>"The institution needs to set aside resources for assessment."</i></p> <p><i>"Need trained experts on a group that is charge with (assessment)"</i></p>



# Assessments

## Analysis

- Review quality of 51 assessments created over more than 2 years for adherence to evidence of MM using a rubric. Normed scoring for each dimension from 1 (not adequate) to 3 (best)
  - Understood what they wanted to do. Stated it clearly.
  - Identified appropriate data for what they wanted to do.
- Observations of people filling out assessment as part of usability testing

## Findings

- Only 2 of the 52 scored below a 3 for stating their assessment goal
- 44 scored a 3; 1, a 2; and 5 a 1 in identifying appropriate data for their stated assessment
- A lot of assistance was needed to clearly state an assessment. Once an assessment was identified, users had difficulty identifying appropriate data

# Reports

## Analysis

- Review quality of 27 reports created over more than 2 years for adherence to evidence of MM using a rubric. Normed scoring for each dimension from 1 (not adequate) to 3 (best)
  - A data-informed decision &/or recommendation was formed
  - Stakeholders notified or something was published
- Observations of people filling out reports as part of usability testing

## Findings

- For decisions or recommendations, 20 scored 3; 1 scored 2; and 7 scored 1.
- For communication, 18 scored 3; 1 scored 2; and 9 scored 1.
- Confusion of data with report
- Often a weak connection to any specific assessment goal.

## Findings from Survey

**Focus is needed on the practices of collaboration, readiness, resource allocation, and transparency in particular areas**

- **Collaboration - foster cross-unit formalized assessment**
- **Readiness - provide more education on the uses and definitions of data, with particular attention to the role of qualitative data as part of data-informed decision making, and best practices for assessment**
- **Transparency - Make decision-making by the library as a whole more transparent with appropriate rationale**

## Findings Library Leaders

- **Collaboration** - in addition, go to the campus and to other universities in the system
- **Readiness** - have data and reports at hand for rapid decision-making in times of need. In particular, related to budget constraints
- **Transparency** - educate as to differences in perspectives and the use of data.
- **Resource allocation** - help is needed to tightly couple resources to qualitative and quantitative data at point of need

# Findings Assessment and Reports

- **Readiness**
  - Learn how to specify an assessment clearly, gather and use appropriate data of high value, and communicate to stakeholders consistently outcomes or recommendations.
  - Understand the definitions of:
    - data
    - report
    - assessment



# QUESTIONS?

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