Academic Library Administrators’ Uses and Perceptions of Performance Measurement Information in the Strategic Development of Services and Competitive Responses

Presented by

Larry Nash White
East Carolina University

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A quick intellectual walk-about...

- Why is this topic important for academic libraries?
- What are we doing?
- What are we hoping to find?
- What is next?
Why is this topic important to academic libraries?

To demonstrate why this is a critical issue, I will need a volunteer for a couple of minutes...
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Especially when livelihoods and outcomes are on the line...
Why is this topic important to academic libraries?

- Competitive pressures
  - Resources, closures
  - Competitors, outsourcing

- Leadership
  - Directions for strategic surviving / thriving needed
  - Future of academic environment
  - Affects on retention / organizational memory / tacit knowledge
Why is this topic important to academic libraries?

- Professional education
  - New leaders
  - Organizational complexity (services, delivery, impact, and environment)

- Not well understood or documented

- Crosses over many aspects of our profession and research
What are we doing?

Project Overview – Competitive Responses in Libraries
North Carolina statewide academic library study

- Academic design begins in November 2010
- Modeled after previous 2001 Florida library study
- Includes theory / influenced by competition (individuals and markets)
- Using Qualtrix© for distribution of instrument / data storage and analysis
What are we doing?

Head Library Administrator or person most responsible for performance measurement

State University System Libraries
    17 Participants
Community Colleges Resource Centers
    58 Participants
Private Academic Libraries
    50+ Participants

Key informants identified and interviewed
What are we doing?

Mixed methods design (evaluative)

Quantitative data (including demographics, library outputs, PM use)

Qualitative data (perceptions, key informant interviews, strategic styles, PM use)

Participants determine key informants which will be interviewed regarding strategic PM information use

Case studies
What are we doing?

Gathering information use / perception data in 3 key areas:

- Competiveness of administrator
- Use and perceptions of value of performance measurement
- Retention practices
What do we hope to find?

Results
Looking for patterns and grounded theories to explain library administrator’s information use in strategic response

Information Use in strategic response development (i.e. services and competitive responses)

Perceptions of the effectiveness of PM information
What do we hope to find?

PM Information Use Results

• Collected PM information and its use

• Is orphaned data and knowledge created?

• Is PM information used strategically across all administrative functions (including strategic responses)?
What are we finding on our way?

WHAT DO YOU GET WHEN YOU COMBINE COGNITIVE BIAS WITH INACCURATE INFORMATION?

OUR BUSINESS STRATEGY! HAHA–HAHAHAHA!!!

I GUESS I SHOULD KEEP MY DAY JOB. GOOD LUCK WITH THAT.
What is next?

- Full results from both public and academic libraries surveyed planned for late November 2010.
- Results to be used in wider scale studies in 2011.
- Developing and implementing learning resources to support administrative information use in strategic decision making and developing strategic responses.
Questions and discussion?

I am happy to address your questions and comments.

Contact Information

Larry Nash White
Email: whitel@ecu.edu  Phone: 252-328-2315
Department of Library Science
East Carolina University