Building Library Leadership with Team-Based Campus Assessment Projects

ACADEMIC LIBRARIES OF INDIANA
MAY 6, 2016
KAREN BROWN, DOMINICAN UNIVERSITY
The Road Travelled
U.S. National Context (historical)
National Higher Education Responses

The Voluntary System of Accountability (VSA™)

NASULGC
A Public University Association

National Institute for Learning Outcomes Assessment
Making Learning Outcomes Usable & Transparent

New leadership
ALLIANCE
for student learning and accountability

Projects and Services
CLA Receives Teagle Grant for CIC/CLA Consortium; Publishes Report on Consortial Use of CLA to Improve Teaching and Learning
Achieving the Dream
American Association of State Colleges and Universities
Association for Institutional Research
Association of American Colleges and Universities
Association of Public and Land-grant Universities
Center of Inquiry in the Liberal Arts (Wabash College)
Community College Research Center (Columbia University)
Council of Independent Colleges
National Institute for Learning Outcomes Assessment
National Survey of Student Engagement
Pew Research Center
Student Affairs Administrators of Higher Education
Priority for ACRL Members

<table>
<thead>
<tr>
<th>Priority</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrating the relevance and value of academic libraries</td>
<td>58%</td>
</tr>
<tr>
<td>Declining financial support and increasing costs for academic/research libraries</td>
<td>56%</td>
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<tr>
<td>Student learning and information literacy</td>
<td>42%</td>
</tr>
<tr>
<td>Sustainability (balancing new initiatives while maintaining traditional services)</td>
<td>33%</td>
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<tr>
<td>Keeping up with and managing change</td>
<td>32%</td>
</tr>
<tr>
<td>Content management, discovery, and access</td>
<td>22%</td>
</tr>
<tr>
<td>Scholarly communication and open access</td>
<td>21%</td>
</tr>
<tr>
<td>Human resources (succession planning, recruitment, retention, advancement)</td>
<td>12%</td>
</tr>
<tr>
<td>Space and facilities</td>
<td>10%</td>
</tr>
<tr>
<td>Data management</td>
<td>8%</td>
</tr>
<tr>
<td>Professional development</td>
<td>6%</td>
</tr>
</tbody>
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\[ n = 2779 \]
Value of Academic Libraries Report

Freely available
http://acrl.org/value
Outcomes

Specific changes in attitudes, behaviors knowledge, skills, status or level of functioning expected to result from program activities and which are most often expressed at an individual level.

Kellogg Foundation
“Few libraries exist in a vacuum, accountable only to themselves. There is always a larger context for assessing library quality, that is, what and how well does the library contribute to achieving the overall goals of the parent constituencies?”

“The major objective for academic libraries, especially in an environment of increasing economic pressure, structural change, and technological innovation, must be to align themselves with the structures of higher education and the criteria by which those institutions are judged.”

Planning Grant Report

Freely available
http://acrl.org/value
ASSESSMENT in Action

http://acrl.org/value
Assessment in Action Grant
AiA Teams and Professional Development

Blended Learning Environment
Student Learning and Success

Academic Outcomes

- Student Success: Year 1 - 36, Year 2 - 36
- Student Learning: Assignment: Year 1 - 45, Year 2 - 26
- Student Learning: Course: Year 1 - 21, Year 2 - 21
- Student Engagement: Year 1 - 14, Year 2 - 14
- Retention: Year 1 - 13, Year 2 - 11
- Other (e.g., student confidence, student experience): Year 1 - 10, Year 2 - 5
- Student Learning: Major: Year 1 - 3, Year 2 - 5
- Academic Intimacy/Rapport: Year 1 - 3, Year 2 - 4
- Completion: Year 1 - 4
- Graduation: Year 1 - 13
- Student Learning: Degree: Year 1 - 3, Year 2 - 1
- Enrollment: Year 1 - 1
- Graduates' Career Success: Year 1 - 2, Year 2 - 0
- Articulation: Year 1 - 1, Year 2 - 0
- Testing (e.g., GRE, MCAT, LSAT): Year 1 - 0, Year 2 - 0
Inquiry Question Formulated

Do students who attend information or media literacy sessions attain higher grades than students who did not?

Do readmitted students (who have appealed dismissal) improve their academic performance and persist at a higher rate due to mandatory meetings with a librarian for research assistance?

Does our new library/learning resource center facility have an impact on the student community, contributing to student enrollment and excitement about completing skills sessions and library orientations?

How does students’ work with special collections materials affect their ability to think critically and develop intellectual curiosity?
Project Design

Methods
Tools
Data Sources

ASSESSMENT
## Assessment Methods and Tools

### Years 1-2

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey</td>
<td>72</td>
</tr>
<tr>
<td>Rubric</td>
<td>66</td>
</tr>
<tr>
<td>Pre/Post Test</td>
<td>47</td>
</tr>
<tr>
<td>Other (e.g., correlational analysis, content analysis)</td>
<td>35</td>
</tr>
<tr>
<td>Interviews</td>
<td>20</td>
</tr>
<tr>
<td>Observation</td>
<td>20</td>
</tr>
<tr>
<td>Focus Group(s)</td>
<td>16</td>
</tr>
</tbody>
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Methods: Rubric + Reflection

University of Wisconsin-Eau Claire

- Students who believed they achieved information literacy also produced research projects that received higher scores on the information literacy rubric
What are the libraries finding about . . . ?

- **assessment approaches** to demonstrating library contributions to academic success

- connections between **library factors** and aspects of student learning and success

- library **leadership** and evidence-based advocacy

- a **community of practice** for academic library assessment
Compelling Evidence for Library Impact

1. Students benefit from library instruction in their initial coursework.

2. Library use increases student success.

3. Collaborative academic programs and services involving the library enhance student learning.

4. Information literacy instruction strengthens general education outcomes.
Students Benefit from Library Instruction in their Initial Coursework

Lakeland Community College

Explored impact of library instruction in intro-level English course

Rubric-based assessment of an annotated bibliography assignment

- Library instruction had a statistically significant impact on student performance
- Demonstrated library’s ability to document student success with department-specific learning outcomes

http://www.occac.org
Library Use Increases Student Success

Murray State University

- Students who used the library in some way were nearly 2x as likely to be retained from one semester to the next than students who did not use library circulation + ILL + info lit participation + lab and proxy logins + writing center use
Collaborative Academic Programs/Services Involving the Library Enhance Student Learning

Grand Valley State University

*Knowledge Market = library + writing center + speech lab*

- Students reported high satisfaction with KM
- Peer consultants reported gains in communication skills, problem solving, flexibility, and adaptability
- Findings used to justify expansion of services

“[AiA team] using the independent program evaluations conducted this past year to inform [our] future planning.”
- Lead Team Librarian
Information Literacy Instruction Strengthens General Education Outcomes

Arkansas Tech University

Critical thinking → student success indicator and general education goal

"Introduction to Library Resources," elective course designed to promote higher-order thinking in students

Finding: an increase in students' use of critical thinking in the library course
Building Evidence for Library Impact

- Student retention improves with library instructional services.
- Library research consultation services boost student learning.
- Library instruction adds value to a student’s long-term academic experience.
- The library promotes academic rapport and student engagement.
- Use of library space relates positively to student learning and success.
Collaborative Assessment Fosters Library Leadership

**Library:**
Impact of organizational structure and culture
Collaborative Assessment Fosters Library Leadership

Library:
Promoted focused and strategic collaboration

“[AiA] signaled a change in focus for [our library], from assessment ‘for internal use only’ to assessment for internal and external stakeholders.”

- AiA librarian
Collaborative Assessment Fosters Library Leadership

**Campus Teams:**
Benefit of perspectives from different stakeholders
Collaborative Assessment Fosters Library Leadership

Campus Teams:
Sustaining momentum

- Competing priorities
- Time
- Clear roles and responsibilities

MOVING FORWARD
Collaborative Assessment Fosters Library Leadership

Institution:
Spotlight on assessment – THE campus conversation
Collaborative Assessment Fosters Library Leadership

**Institution:**
Visibility of library and librarians
Collaborative Assessment Fosters Library Leadership

**Institution:**
AiA project as model and showcase for other campus units
“Even applying for this project gave us the opportunity to begin campus conversations about assessment and demonstrate the library’s willingness to engage in and learn from assessment”

- AiA librarian
AiA Online Collection

**Search**
Use the fields below to search for respondents.

**Institution**
- Institution Type
- State/Territory
- AiA Program Year
- FTE Enrollment

**Filter**
Click category names to expand/collapse search options.

- Primary Outcome Examined (select one or more)
- Primary Library Factor Examined (select one or more)
- Student Population (select one or more)
- Discipline (select one or more)
- AiA Team Members (select one or more)

http://apply.ala.org/aia/public
**Ten Takeaways**

1. Use a team-based approach

2. Start small

*What is the effect of (library factor) on (academic outcome)?
3. Measure outcomes and impact

4. Leverage existing data

5. Align assessment with institutional priorities
6. Communicate in ways that stakeholders understand and care

7. Inform and improve with assessment

8. Build library leadership through assessment
9. Tell the library’s story

Organizational storytelling:  *Annette Simmons*  *Kate Marek*

*Stories connect people.*

*data + emotion*
10. Create a Culture of Assessment – 5 Mindsets
(Greg MacAyeal)

- Assessment part of ongoing, daily work
- Staff have assessment skill sets
- Assessment implies willingness to change
- Assessment aligns with stakeholder goals and priorities
- Assessment reporting promotes dialogue
Thank you!

Questions / Comments