Iowa State University Library Assessment and Planning

(\text{http://assess.lib.iastate.edu})

Contacts: Dr. Greg Davis (davisgr@iastate.edu, 515-294-2445)

Linda Anderson (landerso@iastate.edu, 515-294-3305)

Planning Project Consultant: Dr. Martha Kyrillidou, QualityMetrics, LLC

Free text themes from 2016 Library User Survey
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Mission
The Iowa State University Library Assessment Program (ISULAP) raises the Library’s visibility and promotes the value of its collections, programs, services, and expert staff to multiple audiences both on- and off-campus. Using words, numbers, imagery, and context ISULAP assists users of the library in benefiting from the library and the services the library provides.

Focus
The assessment program’s focus is two-fold: to create, assemble, and analyze data to report on library performance, and to provide evidence and context for strategic planning and operational decision-making.

Ongoing and repeat needs of our patrons are best identified through ongoing and repeated assessment activities, e.g.: cyclical, or iterative, surveying of library users and library staff, annual operational data collection, ongoing website usability testing. This document mostly addresses this cyclical segment of our work.

Assessment, however, cannot be complete without “one-off” projects designed to inform decision-makers as they confront specific questions. It is appropriate to allot some time for ad hoc, non-cyclical project in order to be agile and responsive to the specific and often changing needs of different units and working teams and the library as a whole. For example, interviewing faculty, graduate students and undergraduate students in specific disciplines, or targeted groups, to understand their information needs, develop, test and refine new service roles, etc.

Guiding Principles
- Strives to stay objective, impartial, and grounded in research and analysis.
- Focuses on the usefulness and impact of library services on users and recommends library process changes based on its expertise and findings.
- Produces and promotes innovative, creative, user-friendly, trustworthy, and timely products.
- Repurposes assessment data to support the ongoing review of library operations and tell the Library’s story.
- Helps all ISUL units tell their stories and promote their services. Finds and presents relevant data in the most valid and effective ways.
- Advances library communication and evidence-based librarianship by sharing and promoting its work with the ISUL community as well as in professional circles.
Strategy Map

Every assessment activity typically has an underlying logic model. A strategy map is a diagram that is used to document the primary strategic objectives being pursued by an organization and represents a logic model for the strategy of the organization.¹ We used the Balanced Scorecard Framework and the concept of Strategy Maps to organize and prioritize the library’s strategic objectives and metrics. The strategy map facilitates the identification of indicators designed to measure the progress related to an organization’s strategic objectives (“activities”), and also provide feedback on whether the strategy is having the kind of impact on organizational performance that was hoped for (“outcomes”).

The assessment processes facilitated by the strategy map provides decision-makers with direct feedback on whether the required actions are being carried out, and whether they are working.

Strategy maps have the following components:

- Statements describing the strategic vision of the organization
- An underlying framework of goal perspectives (Service, Financial, Internal, Learning & Growth)
- Strategic objectives (usually fewer than 20 total) grouped within the four goal perspectives.

A well designed strategy map provides a condensed (one side of one piece of paper) view of an organization’s strategic plan. The process of constructing a strategy map can be used to promote and facilitate conversations within the organization during the assessment lifecycle (strategy development, implementation, measurement, review). For example, strategy maps can be used to:

1. Capture a strategy from the management team by promoting discussion amongst that team on the strategy. All team members should leave the room telling the same story of their strategy.
2. Communicate a focused and prioritized strategy and choose appropriate measures to report on an organization’s progress in implementing a strategy.
3. Provide a basis to review and potentially revise the strategy through continued conversations and shared decision making.

Strategy maps do not exist as static, one-time documents. They mirror changing organizational priorities and pressures. By providing a simple visual representation of the organization’s most important strategic objectives, the strategy map is useful as a tool to enable discussions within the library related to ongoing strategic objectives and consideration of measured progress towards those objectives.

We engaged with the library management team and developed the Iowa State University Library assessment plan’s strategy map shown in Figure 1 during the summer of 2017. We also worked collaboratively with all the library department heads to define metrics and targets as indicated in the following pages.

¹ Strategy maps is a concept developed by Kaplan and Norton as part of their Balanced Scorecard development. See Bibliography.
Figure 1. Iowa State University Library Strategy Map

The Iowa State University Library advances the university’s academic excellence and land-grant mission by collecting, disseminating, and preserving world knowledge.

Service Perspective
- S1. Strengthen information literacy skills for the ISU community and beyond
- S2. User needs and priorities are met and/or exceeded
- S3. Enhance the use of archival and other university-produced materials and expanding the scope of digital and special collection services

External Perspective
- F1. Increase financial resources through partnerships with donors and stakeholders as well as consortia
- F2. Align financial resources with priorities
- F3. Be data-driven with material acquisition decisions and when promoting the value of investment in the library

Internal Perspective
- I1. Support a physical environment that inspires learning
- I2. Support both physical and virtual environments that are inclusive, accessible, and inspire scholarship
- I3. Ensure access to support collections that enable transformative research and learning
- I4. Communicate effectively with internal and external stakeholders

Learning and Growth Perspective
- L1. Foster relationships to stimulate new ways of working, thinking, and responding to their needs
- L2. Create a workplace culture that invites collaboration, innovation, and continued growth
- L3. Promote and convey a culture of assessment and accountability

The Iowa State University Library serves as a Knowledge Broker by creating, collecting, curating, and communicating information.
Iowa State University Library’s Strategy Map Objectives and Assessments

S1. Strengthen information literacy skills for the ISU community and beyond

Linkage to University Strategic Goal

- Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Empower users through teaching information literacy and research skills: Develop and strengthen the library's information literacy instruction and outreach to support education and research at all levels of the university.

Core indicator

- S1.C1. Library Instruction workshop attendee evaluation key performance indicators (KPIs)
  (The KPIs for this core indicator will be developed in collaboration with the Library Instruction Department.)

Target

- Upper - TBD
- Lower – TBD

Additional assessment(s)

- S1.A1. Library liaison reports - course related instruction
- S1.A2. Examine LibGuide usage data, by both subject and course

Supplemental material

From ACRL Information Literacy Framework

Higher education is changing dramatically and libraries are changing along with it. We face the common challenge of how to help students develop both a conceptual understanding of the universe of information and a practical understanding of how to locate, manage, use and create information, in the face of diminishing resources, demands for demonstrating student success, and an increasingly complex information landscape.

_____________________

2 Strategy maps is a concept developed by Kaplan and Norton as part of their Balanced Scorecard development. See Bibliography.
S2. User needs and priorities are met and/or exceeded

Linkage to University Strategic Goal

- Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Responsible and anticipatory resources and services: Anticipate the diverse needs our users. Respect and respond to each user’s request.

Core indicator

- S2.C1. User focused surveys and usability studies (agile)
  - S2.C1a. Include importance and satisfaction questions in cyclical surveys

  The Library Assessment Department will develop and conduct ongoing assessment activities. Results of these activities will be documented and reported. See Appendix B for a list of potential topics and issues for evaluation related to patron satisfaction with library services.

Target

(Targets will need to be developed comparing importance ratings with satisfaction ratings. Ideally, items with high importance would have high satisfaction; items of high importance and low satisfaction will become areas for improvement and targeted with the development of specific initiatives).

- Upper - TBD
- Lower - TBD

Additional assessment(s)

- S2.A1. Library H3lp chat transcript analysis
- S2.A2. Consider quantifying library spaces (see CNI work on measuring library learning spaces), and setting targets for shifting those measures in strategic ways
- S2.A3. Work with Norma Dowell to identify reference usage related data
- S2.A4. Examine Primo search strings to learn more about what users are searching for
- S2.A5. Observational/interview studies with faculty about their library research
S3. Grow the use of archival and other university produced materials while expanding the scope of digital and special collection services

Linkage to University Strategic Goal

- Enhance the university’s research profile by conducting high impact research that addresses the grand challenges of the 21st century.

Linkage to Library Strategic Plan Goal

- Dynamic collections: Collect, preserve, and make accessible our information resources and collections, in line with the university's strategy to produce and share transformational research and creativity.

Core indicator

- S3.C1. Upload/downloads and other usage stats for DR and DI

Target

- Upper – 25% increase in uploads and downloads compared to previous year
- Lower - 5% increase in uploads and downloads compared to previous year

Additional assessment(s)

- S3.A1. Percentage of collections targeted at under-represented populations
- S3.A2. Leverage new collection management reports in Alma analytics; especially ratings related to discoverability and collections
- S3.A3. Review results of 2012 and 2016 student surveys and compare customer service
- S3.A4. Use existing SCUA statistics to measure the growth of the University archive
- S3.A5. Develop a usability assessment plan for the SCUA website

Supplemental material

The Iowa State University Library Special Collections and University Archives collects, preserves, and shares documentation of the experiences, achievements, and memories of people and organizations reflecting the university’s major research areas, with a special commitment to documenting the history of the university. Supporting the land-grant ideals of putting science, technology and human creativity to work, we strive to enrich learning and encourage investigation. We are an invaluable resource to Iowa State University and the public.
F1. Increase financial resources through partnerships with donors and stakeholders as well as consortiums.

Linkage to University Strategic Goal

- Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Healthy Culture: Create a workplace culture that invites collaboration, innovation, and continuous growth, in line with the university's strategy to foster a culture and work environment that rewards faculty and staff for their contributions, supports a balance between work and life, and inspires individuals to work together to achieve at the highest level of their abilities.

Core indicator

- F1.C1. Reports from ISU Foundation related to donations

Target

- Upper – 5% increase (growth) in donations compared to previous year
- Lower – Sustained levels of donations compared to previous year

Additional assessment(s)

- F1.A1. Develop reports showing trends in all library revenue streams
- F1.A2. Increase in contacts
F2. Align financial resources with priorities

Linkage to University Strategic Goal

- Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Agile Organizational Structure: Work together to create and agile organizational structure that will stimulate new ways of working, thinking, and responding to user demands and a changing service environment.

Core indicator

- F2.C1. Self-assessment importance/satisfaction survey by Library Management Team (LMT) of their work related to strategic plan goals

Target

- Upper – 20% of LMT member work time is associated with library strategic plan related work
- Lower – 5% of LMT member work time is associated with library strategic plan related work

Additional assessment(s)

- F2.A1. Metrics targeted at organizational capacity to take on priority work
F3. Be data driven when promoting the value of investment in the library

Linkage to University Strategic Goal

- Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Dynamic collections: Collect, preserve, and make accessible our information resources and collections, in line with the university’s strategy to produce and share transformational research and creativity.

Core indicator

- F3.C1. Trends in selected ARL peer comparisons

Target

- Upper – The aggregate ranking for ISU across 10 ARL comparisons will increase by 5
- Lower - The aggregate ranking for ISU across 10 ARL comparisons will increase by 1

Additional assessment(s)

- F3.A1. Create a dashboard for overall library usage, including circulation, e-books, article, and database usage, gate counts, technology use, workshop attendance, reference statistics, etc
I1. Support a physical environment that inspires learning

Linkage to University Strategic Goal

- Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Physical Space: Pursue continuous improvement of the library’s internal and external physical spaces to provide an ambience conducive to learning and an environment that is safe for all users.

Core indicator

- I1.C1. Annual survey results (CAC Study) of library study employees

Target

(Targets will need to be developed based on satisfaction ratings from the survey.)

- Upper – TBD
- Lower – TBD

Additional assessment(s)

- I1.A1. Expand the scope of the annual CAC survey of library student workers to include questions related to library spaces, in addition to library technologies
- I1.A2. Consider quantifying library spaces (see CNI work on measuring library learning spaces), and setting targets for shifting those measures in strategic ways
- I1.A3. Battery packs will be made available for checkout in the library
- I1.A4. Track efforts related to adding electrical outlets in the library
I2. Support both physical and online environments that are inclusive, accessible, and inspire scholarship

Linkage to University Strategic Goal

- Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the university and each other.

Linkage to Library Strategic Plan Goal

- Responsible and anticipatory resources and services: Anticipate the diverse needs our users. Respect and respond to each user’s request.

Core indicator

- I2.C1. User focused surveys and usability studies (monthly, agile)
  - I2.C1a. Include importance and satisfaction questions in cyclical surveys

The Library Assessment Department will develop and conduct ongoing assessment activities. Results of these activities will be documented and reported. See Appendix B for a list of potential topics and issues to be evaluated related to the nature of the library’s physical and online environments.

Targets

(Targets will need to be developed comparing importance ratings with satisfaction ratings. Ideally, items with high importance would have high satisfaction).

- Upper – TBD
- Lower – TBD

Additional assessment(s)

- I2.A1. Add Feedback section to library website (like Ithaca College)
- I2.A2. To start, identify formal user feedback mechanisms (i.e. chat, Facebook, Twitter, etc), and track and report participation
- I2.A3. Observational/interview studies with faculty about their library research
I3. Easy access to superb collections that enable transformational research and learning

Linkage to University Strategic Goal

- Enhance the university’s research profile by conducting high impact research that addresses the grand challenges of the 21st century.

Linkage to Library Strategic Plan Goal

- Dynamic collections: Collect, preserve, and make accessible our information resources and collections, in line with the university’s strategy to produce and share transformational research and creativity.

Core indicator

- I3.C1. Measure and report library material (physical and electronic) usage and cost per use information

Target

Physical Items

- Upper – 8 out of 10 (80%) physical items should show usage within a year of purchase
- Lower – 5 out of 10 (50%) physical items should show usage within a year of purchase

Electronic Items

- Upper – 8 out of 10 (80%) electronic items should show usage within a year of purchase
- Lower – 5 out of 10 (50%) electronic items should show usage within a year of purchase

Additional assessment(s)

- I3.A2. Usage of materials purchased - i.e. number of monographs not circulated
- I3.A3. Comparison of circulation to students vs circulation to staff
- I3.A4. Progress on A-Z stacks configuration
- I3.A5. Conduct usability and user experience testing, and report results related to measured improvements
- I3.A6. Develop information related to usage of print and electronic materials by acquisition type, subject code, and user type
- I3.A7. Develop information related to the use of print and electronic books, when access to both types is available in the ISU collection
- I3.A8. Use proxy server logs to estimate average number of requests for one e-book by one user in short time frame, to compare e-book usage to circulation of print book
I4. Communicate effectively with internal and external stakeholders

Linkage to University Strategic Goal

- Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the university and each other.

Linkage to Library Strategic Plan Goal

- Engagement: Engage our stakeholders as we demonstrate the library's value to the campus, in line with the university's strategy to provide high quality experiences for students, faculty and staff.

Core indicator

- I4.C1. Measure and report usage of news posted on the News Item feature of library website

Target

- Upper – Web analytics will show 10000 clicks on library news items from the library home page
- Lower - Web analytics will show 1000 clicks on library news items from the library home page

Additional assessment(s)

- I4.A1. Leverage social media to promote the library brand, and track and report readily available social media metrics related to brand related posts
- I4.A2. Implement Feedback section on library website, like Ithaca College
- I4.A3. Review results of faculty and student surveys and compare customer service ratings related to library services
- I4.A4. Consider conducting qualitative analysis of chat and social media data, and look for connections to branch service levels
- I4.A5. Leverage new benchmarking reports in Alma analytics
- I4.A6. Report the number of partnership related projects on a fiscal year basis. Consider grouping projects by expected duration (less than 1/2 year, less than 1 year, more than 1 year, etc)
L1. Partner with users to stimulate new ways of working, thinking, and responding to their needs

Linkage to University Strategic Goal

- Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Engagement: Engage our stakeholders as we demonstrate the library's value to the campus, in line with the university's strategy to provide high quality experiences for students, faculty and staff.

Core indicator

- L1.C1. User focused surveys and usability studies (monthly, agile)
  - S2.C1a. Include importance and satisfaction questions in cyclical surveys

  *Targets will need to be developed comparing importance ratings with satisfaction ratings. Ideally, items with high importance would have high satisfaction; items of high importance and low satisfaction will become areas for improvement and targeted with the development of specific initiatives.*

Target

- Upper – The library will implement more than 5 suggestions from students per year
- Lower - The library will implement more than 2 suggestions from students per year

Additional assessment(s)

- L1.A1. Leverage social media to promote the library brand, and track and report readily available social media metrics related to brand related posts
- L1.A2. Identify and develop reporting metrics associated with library outreach, both in terms of number of events, number of patrons engaged, and customer satisfaction ratings associated with outreach efforts
- L1.A3. Report the number of partnership related projects on a fiscal year basis. Consider grouping projects by expected duration (less than 1/2 year, less than 1 year, more than 1 year, etc)
- L1.A4. Observational/interview studies with faculty about their library research
L2. Create a workplace culture that invites collaboration, innovation, and continuous growth

Linkage to University Strategic Goal

- Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the university and each other.

Linkage to Library Strategic Plan Goal

- Healthy Culture: Create a workplace culture that invites collaboration, innovation, and continuous growth, in line with the university's strategy to foster a culture and work environment that rewards faculty and staff for their contributions, supports a balance between work and life, and inspires individuals to work together to achieve at the highest level of their abilities.

Core indicator


Target

- Upper – 75% of staff will rate satisfaction with Principles of Community activities as “High” or above
- Lower – 75% of staff will rate importance of Principles of Community activities as “High” or above

Additional assessment(s)

- L2.A2. Develop reporting metrics associated with library recruitment and retention efforts
- L2.A3. Report the number of staff engagement activities for the fiscal year targeted at healthy culture
- L2.A4. Track the number of staff participants in engagement activities for the fiscal year related to healthy culture
- L2.A5. Obtain feedback from staff through end of activity surveys related to the effectiveness of the activity
- L2.A6. Report the number of Administration presentations to staff with a target of 1 or more presentations each quarter. Presentations should always be recorded and posted
L3. Promote and convey a culture of assessment and accountability

Linkage to University Strategic Goal

Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Linkage to Library Strategic Plan Goal

- Agile Organizational Structure: Work together to create and agile organizational structure that will stimulate new ways of working, thinking, and responding to user demands and a changing service environment.

Core indicator

- L3.C1. Annual internal culture of assessment survey

Target

- Upper – Ratings on all Culture of Assessment Survey questions increase each year
- Lower – The overall composite rating from the Culture of Assessment Survey increase each year

Additional assessment(s)

- L3.A1. Report the number of Administration presentations to staff with a target of 1 or more presentations each quarter. Presentations should always be recorded and posted
- L3.A2. Track the number of staff attending each Administration presentation to staff, with a goal of 50% or greater staff participation (collectively) for each event
- L3.A3. Track and report the industry standard collection metrics and indicator
- L3.A4. Leverage new collection management reports in Alma analytics. ratings related to discoverability and collections
- L3.A5. Review results of 2012 and 2016 student surveys and compare customer service
- L3.A6. Develop reporting metrics associated with library recruitment and retention efforts
- L3.A7. Develop a plan to make archival collections more accessible to underserved populations
Bibliography


Cornell University Library Assessment Plan, https://ac.library.cornell.edu/

Appendix A. Core Indicators

Core Indicators: Each Strategy Map objective is associated with an assessment (core indicator). These core indicators will form the foundation of the library assessment plan.

**Service Perspective**
- S1. Information Literacy Workshop KPI Data to be determined
- S2. User needs User focused surveys and usability studies (agenda)
- S3. University produced materials Upload/downloads and other usage stats for OA and OA

**Internal Perspective**
- I1. Physical Environment Expand the scope of the annual SAC survey of library student workers
- I2. Inclusive, accessible, and inspire scholarship User focused surveys and usability studies (agenda)
- I3. Collections Measure and report library material (physical and electronic) usage and cost per use information
- I4. Communicate Measure and report usage of new News Item feature of library website

**Learning and Growth Perspective**
- L1. Partnerships User focused surveys and usability studies (agenda)
- L2. Culture Conduct pre-test/post test associated with "Principles of Community" initiative
- L3. Accountability Annual internal culture of assessment survey

**Financial Perspective**
- F1. Increase financial resources Reports from IUSU Foundation related to donations
- F2. Alignment Survey of LMI work related to strategic plans, goals
- F3. Data Driven Trends in ALA peer comparisons
Appendix B. Usability Testing Program

The focus of the library usability testing program is to determine the current usability of various library services and systems. For each item/area selected for examination, a testing plan would be developed in consultation with the department responsible for the item. Usability would be considered from the viewpoint of multiple personas (i.e. student, instructor, researcher, guest).

Potential items/areas for testing:

1. Special Collections & University Archives
   a. Requested by Petrina Jackson. Information Architecture, may do online card sorting with link on website, to include non-affiliated audience.
   b. Make the website more user friendly and accessible so users will know where to go to request classes, for example. More visual, but also content such as policies and procedures for copyright will be findable so users can read it before they request.
   c. Work with SCUA to identify population to recruit and to plan testing
2. Digital Initiatives
   a. Name recognition problem
   b. Collect usage statistics from web, ContentDM, etc. How are people using things? Who are using them? Different groups including businesses.
   c. Find out who is using them – Qualtrics survey asking simple question / ISU affiliate/Non-affiliate? Megan is supposed to develop personas for January retreat.
3. Website/ home page
   a. After implementation
   b. Eye tracking study - [http://www.vrac.iastate.edu/facilities/uxlab/](http://www.vrac.iastate.edu/facilities/uxlab/)
   c. Should we give an HCI class a shot at this?
4. Quick Search
   a. Faculty observations
   b. More usability testing after implementation of new UI
   c. Accessibility. Will next version be sufficiently accessible for screen readers?
5. Database A-Z use
   a. Libguides A-Z has not been tested
6. Course Reserves
   a. Low percentage of high satisfaction from the 2016 Survey
   b. Are there plans to move/change this?
7. Libguides
   a. Low percentage of high satisfaction from the 2016 Survey, 2nd item from the bottom, although respondents may not have understood what the question was about
   b. Hard to describe for link on home page
   c. Have they been tested before? Let R&I be in charge of this.
8. ILL/Doc Delivery/Request Item
   a. Tested ILL/Doc Delivery in 2016, resulting in a design change, re-test implementation
9. Library technology
10. Library spaces
11. Other library services
Appendix C. Iowa State University Library Assessment Cycle

**Five year assessment cycle**

2015: Ithaka Faculty Survey (completed)

2016: Library User Survey (completed)
      Library Space Study (completed)

2017: Creation of the Library Assessment Plan with Balanced Scorecard Strategy Map

2018: Development of localized assessments, indicators, and reports

2019: Comprehensive survey

2020: Development of new strategic plan and indicators
## Appendix D. Plan Summary Table

<table>
<thead>
<tr>
<th>Goals</th>
<th>Evidence/Metrics</th>
<th>Target level 1</th>
<th>Target level 2</th>
<th>Timing</th>
<th>Method</th>
<th>First Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S1. Strengthen information literacy skills for the ISU community and beyond</strong></td>
<td>S1.C1. Work with Library Instruction to develop and track KPIs related to the library’s workshop activities.</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td>to be operationalized (Davis)</td>
<td></td>
</tr>
<tr>
<td><strong>S2. User needs and priorities are met and/or exceeded</strong></td>
<td>S2.C1. User focused surveys and usability studies (agile)</td>
<td>TBD</td>
<td>TBD</td>
<td>monthly</td>
<td>select powerful usability stories (Anderson)</td>
<td>January</td>
</tr>
<tr>
<td><strong>S3. Grow the use of archival and other university produced materials while expanding the scope of digital and special collection services</strong></td>
<td>S3.C1. Upload/downloads and other usage stats for DR and DI</td>
<td>25% increase</td>
<td>5% increase</td>
<td>quarterly/annual</td>
<td>to be operationalized (Davis/Anderson)</td>
<td>January</td>
</tr>
<tr>
<td><strong>F1. Increase financial resources through partnerships with donors and stakeholders as well as consortiums.</strong></td>
<td>F1.C1. Reports from ISU Foundation related to donations</td>
<td>5% increase</td>
<td>1% increase</td>
<td>quarterly/annual</td>
<td>to be operationalized (Davis)</td>
<td>January</td>
</tr>
<tr>
<td><strong>F2. Align financial resources with priorities</strong></td>
<td>F2.C1. Survey of LMT work related to strategic plan goals</td>
<td>20% of LMT work</td>
<td>5% of LMT work</td>
<td>quarterly/annual</td>
<td>to be operationalized (Davis)</td>
<td>January</td>
</tr>
<tr>
<td><strong>F3. Be data driven with material acquisition decisions and when promoting the value of investment in the library</strong></td>
<td>F3.C1. Trends in ARL peer comparisons</td>
<td>increase 5 points in ranking across 10 rankings</td>
<td>increase 1 point in ranking across 10 rankings</td>
<td>annual</td>
<td>to be operationalized (Davis)</td>
<td>July</td>
</tr>
<tr>
<td><strong>I1. Support a physical environment that inspires learning</strong></td>
<td>I1.C1. Expand the scope of the annual CAC survey of library student workers</td>
<td>TBD</td>
<td>TBD</td>
<td>annual</td>
<td>to be operationalized (Davis/Anderson)</td>
<td>July</td>
</tr>
<tr>
<td><strong>I2. Support both physical and online environments that are inclusive, accessible, and inspire scholarship</strong></td>
<td>I2.C1. User focused surveys and usability studies (agile)</td>
<td>TBD</td>
<td>TBD</td>
<td>monthly</td>
<td>select powerful usability stories (Anderson)</td>
<td>January</td>
</tr>
<tr>
<td></td>
<td>I2.C1a. Include importance and satisfaction questions in cyclical surveys</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td>to be operationalized (Anderson)</td>
<td></td>
</tr>
<tr>
<td>Goals</td>
<td>Evidence/Metrics</td>
<td>Target level 1</td>
<td>Target level 2</td>
<td>Timing</td>
<td>Method</td>
<td>First Report</td>
</tr>
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<td>----------------------------------------------------------------------</td>
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</tr>
<tr>
<td>I3. Easy access to superb collections that enable transformational research and learning</td>
<td>I3.C1. Measure and report library material (physical and electronic) usage and cost per use information</td>
<td>TBD</td>
<td>TBD</td>
<td>annual</td>
<td>to be operationalized (Davis)</td>
<td>July</td>
</tr>
<tr>
<td>I4. Communicate effectively with internal and external stakeholders</td>
<td>I4.C1. Measure and report usage of new News Item feature of library website</td>
<td>10000 clicks</td>
<td>1000 clicks</td>
<td>quarterly/annual</td>
<td>to be operationalized (Davis/Anderson)</td>
<td></td>
</tr>
<tr>
<td>L1. Partner with users to stimulate new ways of working, thinking, and responding to their needs</td>
<td>L1.C1. User focused surveys and usability studies (agile)</td>
<td>TBD</td>
<td>TBD</td>
<td>monthly</td>
<td>select powerful usability stories (Anderson)</td>
<td>January</td>
</tr>
<tr>
<td>L2. Create a workplace culture that invites collaboration, innovation, and continuous growth</td>
<td>L2.C1. Conduct pre-test/post-test associated with “Principles of Community” initiative</td>
<td>TBD</td>
<td>TBD</td>
<td>quarterly/annual</td>
<td>to be operationalized (Davis)</td>
<td>January</td>
</tr>
<tr>
<td>L3. Promote and convey a culture of assessment and accountability</td>
<td>L3.C1. Annual internal culture of assessment survey</td>
<td>TBD</td>
<td>TBD</td>
<td>annual</td>
<td>Library Assessment Share Fair (Davis)</td>
<td>July</td>
</tr>
</tbody>
</table>
Appendix E. Quotes

"A little knowledge that acts is worth infinitely more than much knowledge that is idle." Khalil Gibran

“Far better an approximate answer to the right question, which is often vague, than an exact answer to the wrong question, which can always be made precise.” – John Tukey

“All assessment is a perpetual work in progress.” – Linda Suskie

“Assessment is today’s means of modifying tomorrow’s instruction.” – Carol Ann Tomlinson

“Data doesn’t lie, people do.” – Gerald McLaughlin

“You can have data without information, but you cannot have information without data.” – Daniel Keys Moran

“Not even analysis, by itself, can transform the world. You must still do the changing yourself.” – Natalie Wood

“Data really powers everything that we do.” – Jeff Weiner