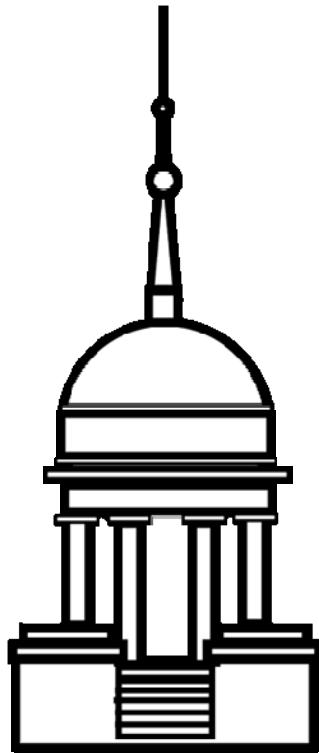




THE UNIVERSITY OF NORTH CAROLINA
GREENSBORO
Inspire. Change.

Needs Assessment of the XXX Library at XXX University



Team Six Greensboro - Assignment # 4

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LIS 650-Spring 2007

Prof Anthony Chow

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I. Executive Summary

This needs assessment was conducted to determine the student and staff satisfaction with the XXX Library and the services it offers. In preparation for this needs assessment, an individual from the Needs Assessment Team or NAT, interviewed the Head of Information Technology at XXX Library. Once the NAT confirmed that a needs assessment would be welcome, they developed a pair of surveys designed to ascertain the strengths and weaknesses of the XXX Library. One survey requested student participation, the other, staff participation, and participants were selected at random to aid survey accuracy. Both surveys asked specific questions and solicited open ended responses. Both surveys were administered online using Survey Monkey.

The data collected from both staff and student surveys indicates overall satisfaction with XXX Library, both as a place of employment and as a university library. Of particular note is the parallel between the surveys in terms of satisfaction with colleagues and with staff- student interaction. The staff indicated contentment with co-workers, and likewise the students said that they are pleased with the staff. While overall they seemed pleased with the library and its services, both sets of survey participants also found areas in need of improvement. The inclusion of an open - ended response format in both surveys proved to be a highly effective means of gathering information specific to improving the XXX Library.

According to the survey, the staff perceives the need for a bigger, more modern building, and they indicate that the library lacks adequate funding. The survey also reveals that the personnel think that the library is understaffed and that they are underpaid. Further, the survey demonstrates that while the staff does feel that their opinion matters, they do not think that they

receive enough recognition for hard work, enough praise, or adequate communication from supervisors regarding career advancement.

The needs assessment data demonstrates that students use the library primarily for research. Within this context, the student respondent opinion was that the library has an excellent collection of materials. They gave no indication that they perceive the collection to be hindered by budgetary constraint. The survey results do show that students would prefer that the library extend its hours of operation. Student responses also indicate the need for additional power outlets throughout the library to support the use of personal computers.

The results of this needs assessment make clear that both staff and students are generally pleased with the XXX Library. As is likely to be the case with any needs assessment, the results also demonstrate opportunities for improvement. Examined comprehensively, the results of these surveys can prove valuable in continuing the XXX Library's reputation for excellence.

II. Introduction

The overarching intent of a needs based survey within the parameters of this assignment is to discover the difference between what is and what should be. In conducting this needs based assessment of XXX Library, The Needs Assessment Team assumed a direct relationship between the satisfaction of the library's employees and the library's users. This basic premise guided the design and organized the findings of the study.

The XXX Library's mission is "to support the current and future instructional and research needs of the faculty and students of the Undergraduate College, the XXX School, the Graduate School of Arts and Sciences, and the Divinity School of XXX University, as well as the information needs of the administration and staff of the University...while serving the broader community and supporting the University's status as a good neighbor in the community."

This study takes into account only the on-campus constituents of the XXX Library. Additionally, within this consideration, the focus is on library staff and students, rather than faculty, administrators or other staff. Conducting surveys of more university constituents and of the community are projects for a future time.

To support their mission, the XXX Library has an annual operating budget of 5 million dollars and is home to over a million volumes. Additionally, the XXX Library subscribes to over 7,500 journals, 20,000 electronic journals, and 250 databases and maintains an impressive media collection that includes more than 4,000 DVDs. Fifty-four full-time employees and over 150 student employees work to staff the Library during 98 public service hours each week, together circulating more than 100,000 items each year.

The XXX Library features computer labs for student and community use. In addition, the Library provides an all-night study space, wireless internet access, and vending machines for patron use. The XXX Library strives to create an inviting environment while meeting the needs of its users.

The XXX Library is able to offer a broad range of services to its users. Beyond standard Bibliographic Instruction, research services offered by the XXX Library range from personal reference sessions where students can get one-on-one help with a project, to an Information Literacy program where students can take a one-credit hour course to hone their research skills. Recent years have seen a tremendous growth in the Information Literacy program. The arrival of a new director in August of 2004 began a new period of expansion and positive change in the XXX Library, including improvements in both staff salaries and job classifications and new services for users.

As part of the university's strategic planning process, the XXX Library is conducting its own strategic planning process to develop a plan for the future. In fall 2006, the Environmental Scan Committee explored current trends in academic libraries, and in spring 2007, the "Blue Sky Committee" took the results of the Environmental Scan Committee and used them to propose possible action plans for the library. Surveying both internal and external customer satisfaction during this strategic planning process can help these and future committees in the strategic planning process as they make recommendations to the University administration.

III. Methods

A three fold strategy governed this survey process. First, an interview conducted with the Head of Information Technology at the XXX Library helped frame the questions to be asked in a needs assessment for the library. Consequently, the Needs Assessment Team developed two web based surveys in order to study satisfaction with the XXX Library and its services. The team conducted one survey to study staff, or internal satisfaction, and conducted another to study student users, or external satisfaction.

For both the staff and the students, the survey questions focused on materials, services, and overall contentment. Both involved quantitative and qualitative formats. They began with a set of questions which correspond to Likert-type scaled responses, and they concluded with questions concerning the satisfaction with and future growth of the library. Conducted in April 2007, the web-based staff survey consisted of 18 questions, and the student survey consisted of 16 questions. Completion of these surveys is estimated to have taken 10 minutes or less, depending on the level of detail provided by the participants

Like the questions used in the administrative interview with the Head of Information Technology for XXX Library, the staff surveys reflects the twelve principles of job satisfaction

identified in the book, First Break all the Rules, by Buckingham and Coffman. The book asserts that staff members who can answer yes to twelve specific questions are more likely to produce top quality work. The staff survey questions (see Appendix I) sought to assess employee views of the library, its services, and of their position within the library. This survey consisted of fifteen Likert scaled questions which explored employee feelings concerning their position within the library. The last section included three open ended questions concerning the library's strengths, weaknesses, and potential for future growth and change.

The student survey (see Appendix II) measured student's views on the adequacy of specific library materials and the quality of library services. The first section of this survey consisted of thirteen Likert questions using a rating scale of 1-5 to measure student satisfaction with the materials and services offered by XXX Library. The last section of the survey concluded with three open-ended questions allowing the student to identify any strengths, weaknesses or changes they would like to see.

IV. Results

A. The Ideal State

In an "ideal state," library staff would be fulfilled and able to operate at the highest of service levels. This in turn would provide the ideal environment for students and faculty. Currently, employees surveyed express general satisfaction with their place of employment, but they do have suggestions that would make the library an even better place to work.

One such suggestion from 6 out of the 19 employee responses is that the building is not large enough to serve the growing population of campus users. An employee out of the 6 indicated that "lack of space," is a concern while another expressed similar concern about "the

antiquated building.” These comments suggest that updates to or improvements on the physical library space might prove beneficial.

“Lack of funding” is another weakness for the library, according to 6 out of 19 employees who responded. One employee emphasized “budget constraints and what these constraints affect (i.e. building renovations/special constraints, collection development, technology for staff),” and this employee’s concerns are echoed by many. This employee’s comments point to the interrelated nature of systems and of systems to environment. A weakness in one area has potential to negatively affect the entire library. However, improvements in one area can actually create stress for other areas of a system. For instance, substantial collection development could create both a shortage of physical space and of staff. The relationships suggested by the staff survey participants in the open ended questions serve as an important reminder. Those reviewing the state of the library should do so in terms of how its parts interact and thus affect the whole.

Another weakness that is mentioned in the needs assessment is that the librarian staff has “low salaries.” Another response was “not enough staff,” which may indicate a correlation between the two. Lack of pay and of personnel account for a majority of staff dissatisfaction. However, according to Table 1, employees at the university are generally positive about their experiences in the library.

Table 1 - Employee satisfaction

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
The University administration has Made positive steps regarding staff satisfaction.	3	8	11	6	1	29
The Library administration has made. positive steps regarding staff satisfaction.	7	15	5	2	0	29

B. Primary Goals and Functions

The results of the user survey indicate that students use the library for research more than for studying, programs, or socializing (see Table 2). According to the results, 13 out of 15 students indicated that they use the library for research; 7 out of 15 use it to study; 4 out of 15 go for the programs; and 1 out of 15 socializes in the library. The survey shows that the users are satisfied with using the library for research, with 13 out of 15 identifying they agree or strongly agree. Patrons are satisfied with the staff at the facility, finding them helpful, friendly and knowledgeable. However, they do indicate that the library should be open for longer periods of time and that programs and speakers should be advertised more effectively (see Table 3).

Table 2 - How Patrons Use the Library

Uses of the library	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
Programs/Speakers	0	4	2	8	1	15
Study	1	6	5	2	1	15
Research	2	11	1	1	0	15
Socializing	0	1	5	5	4	15

Table 3 - User Response to Service

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Totals
The library staff is helpful.	6	8	1	0	0	15
The Library staff is friendly.	7	7	1	0	0	15
The Library staff is knowledgeable	4	10	1	0	0	15
The library is open when I want it to be.	4	5	3	3	0	15
I am aware of programs and speakers in the library	0	9	4	2	0	15

C. How Close the to Ideal State

1. Strengths

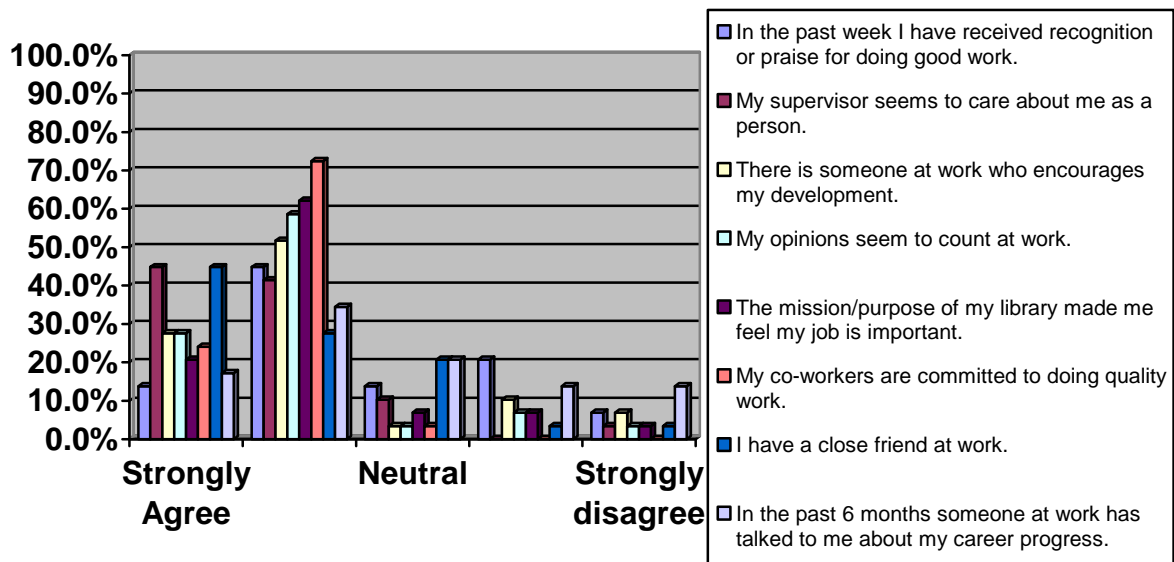
In the area of working relationships, the survey results demonstrate employee consensus: staff are pleased with their working relationships with both librarian co-workers and with library administrators. “The library staff is very good, active on campus, (and) very friendly,” stated one

employee, while others commented that the library has a “committed staff.” According to the survey (see Table 4 and Figure 1), the staff is positive about their working atmosphere and their relationships with each other.

Table 4 - Employee work environment

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
In the past week I have received recognition or praise for doing good work.	4	13	4	6	2	29
My supervisor seems to care about me as a person.	13	12	3	0	1	29
There is someone at work who encourages my development.	8	15	1	3	2	29
My opinions seem to count at work.	8	17	1	2	1	29
The mission/purpose of my library make me feel my job is important.	6	18	2	2	1	29
My co-workers are committed to doing quality work.	7	21	1	0	0	29
I have a close friend at work.	13	8	6	1	1	29
In the past 6 months someone at work has talked to me about my career progress.	5	10	6	4	4	29

Figure 1 - Employee Work Environment



According to the user surveys (see Table 3), students are satisfied with the service of the library. Even though employees see the library as having funding problems, the users’ feel that they are doing a good job with funding. One-half of the responses to the question on strengths of

the library suggest that the library has an excellent collection of materials. “Comprehensive collection” and “Large resources” are two of the comments from users indicating they are pleased with the collection in the library. Even though employees may see funding as an issue across many areas, users do not indicate that they are negatively impacted by lack of funds.

2. Opportunities for Improvement

According to figure 1, the majority of the employees are satisfied with their work environment, but do feel there is need for improvement. Some employees do feel that they have not received adequate communication about their career progress. This is indicated by the larger amount of disagrees. Also, the employees do not feel they are recognized for doing good work. Both of these questions do receive agree points, but do have more disagrees than the other questions.

The employees do feel that their salary is a problem that needs to be addressed. This was not one of the survey questions, but a comment by several of the employees. One comment states “low salary compensation for experience, education, job demands, particularly compared to national level” is a weakness in the library. Users also commented that the library needed to be open more and have more staff. The lack of competitive salaries could certainly result in a personnel shortage.

Overall, the users are happy with the state of the library (see Table 5), but they do offer suggestions for improvement through the needs assessment survey. According to Table 2, users prefer to use the library for research which would include the use of their personal computers. One of the suggestions given by multiple users would be to have more outlets for computers in study rooms and in private study areas. “During exam weeks, it is difficult to find a seat to study, especially one near an outlet,” stated one of the users. Along with the users, the staff would agree

that the buildings need to be remodeled to fit the users’ needs. One staff member writes, “need an Information Commons and major building renovations to serve our patron’s need for space.” This comment includes and expands upon the student concern over availability of power outlets and study space.

Table 5 - Users Rating of Library

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
I find what I am looking for when I visit the library for research.	4	9	2	0	0	15
The library serves the library community well.	5	7	3	0	0	15
The library provides valuable services.	7	8	0	0	0	15

3. Internal Raving Fans

The Twelve Questions referenced from First Break All the Rules plus three more questions were posed to the employees of the library (see figure 2). The majority of the responses to all initial twelve questions are either ‘strongly agree’ or ‘agree.’ There is more variation within the answers to the last three questions. “In the past week I have received recognition or praise for doing good work” received 20.7% disagree and 6.9% strongly agree and “In the past 6 months someone at work has talked to me about my career progress” received 13.8% ‘disagree’ and 13.8% ‘strongly disagree.’ This would be an indication of the feedback that the employees’ receive from their supervisors. Even though only 1 person strongly disagreed and no one disagreed with “My supervisor seems to care about me as a person” shows that they do feel cared about, just not told. Along with their supervisor caring, 79.3% of the surveyed staff feels that they have someone who encourages their development. Plus, 75.8% feel that “the library administration has made positive steps regarding staff satisfaction”. However, employees

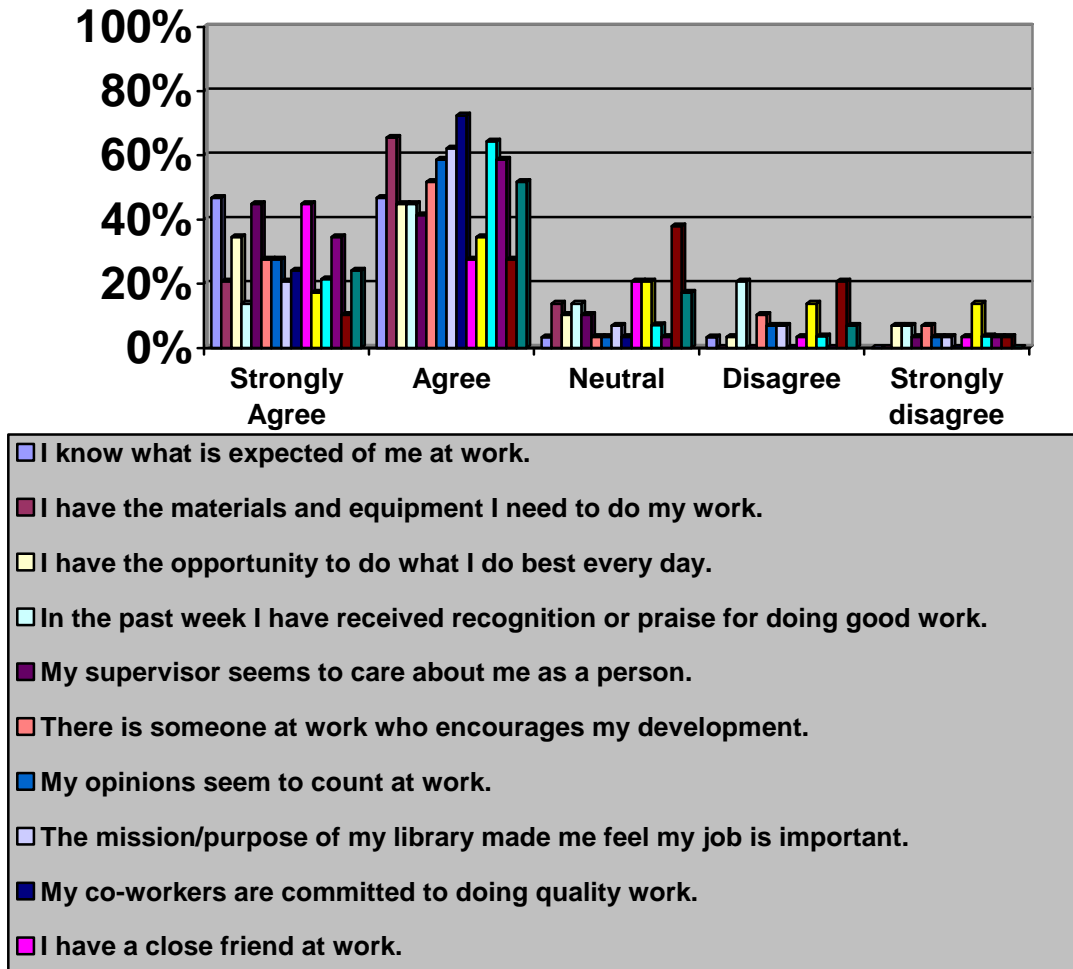
have a more neutral rating for the University administration with 37.9% being neutral to them making positive steps regarding staff satisfaction.

The employees had no 'disagrees' or 'strongly disagrees' on the question "My co-workers are committed to doing quality work." This indicates that the employees feel that their peers are working to have the best library for the users. Most employees feel that they have a friend at work with only 6.8% saying 'disagree' or 'strongly disagree'. The employees feel that they have their peers support also with 27 out of 29 saying they agree or strongly agree.

Employees do feel that they have opportunities at work as indicated by several questions. "I know what is expected of me at work" indicated that employees have a role to play at work and with 93.4% of employees agreeing or strongly agreeing this would be a positive reaction. 79.3% of employees believe that "I have the opportunity to do what I do best every day." 25 out of 29 employees feel that their opinion counts at work which indicates that they have opportunities to say how they feel and someone to listen. The staff feels that they have opportunities to grow and learn at work with 85.7% choosing 'agree' or 'strongly agree'.

The survey indicates that overall, the staff is satisfied with their jobs and with their managers at this time. However, they do suggest that the managers could show a more verbal approach in appreciating the staff's work. The surveys show that the employees have a positive outlook about their peers and about opportunities for growth and development in their jobs.

Figure 2 - Employees Answers to the “12 Questions”

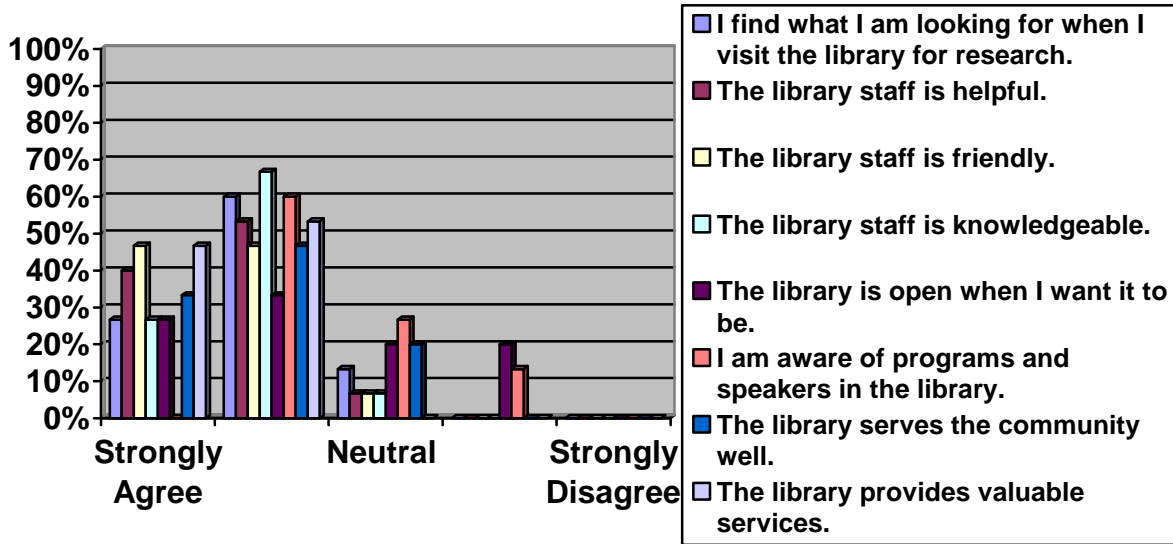


4. External Raving Fans

The library scored well overall in terms of the users’ opinion of the value of the library to the campus (see Figure 3). Despite the weaknesses that the users addressed in their open-ended survey, they are raving fans of the library and the staff. Even though some commented that the library could be open longer, over 50% of the users agreed that the library had adequate hours of operation and no one strongly disagreed. Overall, users are satisfied with the service of the library as indicated with only two questions having ‘disagree’ responses and no responses of ‘strongly disagree’. The questions with ‘disagree’ responses were only 20% (3 out of 15) and 13.3% (2 out of 15) showing that the disagreement was not a majority of users surveyed. One

user responded in the open-ended statements “The staff is wonderful and the library contains many volumes.”

Figure 3 - User Satisfaction



D. Validity, Reliability, and Power

The validity of survey results depends on the quality of the survey used and the precision of the data. The user and employee surveys used five categories to rate a variety of questions with open-ended responses to capture the true essence of the quality of the library. The five categories or Likert- scale questions are intended to identify the strengths and weaknesses in the library. The questions are written in a fashion that limits the need to interpret the questions, making the survey more controlled. Having the open-ended responses allowed the survey to collect issues that were not addressed through the questions. That survey questions were well written is indicated by only one blank employee survey and no blank user surveys. To facilitate employee response, some of the Twelve Questions from First Break All the Rules were reworded for better understanding and readability.

The reliability of this needs assessment relies on the ability to reproduce the components and the study. The survey's questions are applicable to similar libraries, but are written for this specific library. The study used an on-line mode of surveying to create a user friendly and anonymous process for staff and users. Participants were selected randomly to preserve the integrity of data. The questions were worded for maximum comprehension to reduce participant misinterpretation. The employee survey provided data from 52 of the library staff, which means that the sampling should be highly accurate given the likelihood that another survey would replicate these results.

The power of the findings is limited by the number of user respondents. Considering that only 15 users completed the survey, more users surveyed would increase the power of the survey. Had more users participated or had the survey continued over a longer period of time, the data might have shown different conclusions. The campus involved in this study provides internet access to all users, so this study was not affected by internet access. For future studies, the surveys should be distributed at different time periods over the academic year to allow for a more accurate assessment.

V. Recommendations & Conclusion

Recommendations

This needs assessment raises no red flags. It reveals that XXX Library is doing a good job. The Library is fulfilling its goals of supporting the instructional and research needs of the students. Overall, the employees are content, and the students are pleased. Consequently, the temptation might be to lay these results to the side in consideration of more pressing matters. The Needs Assessment Team advises just the opposite. Precisely because it is not in a state of crisis,

this is an opportune time to consider the needs of XXX Library and its relationship to the entire University. XXX Library functions well, yet the surveys indicate that there are issues which need to be addressed. Libraries are at the heart of academic endeavor. As XXX University evaluates its mission and establishes new goals in the coming year, the wellbeing of this library should be integral to its considerations.

To use these surveys to problem-solve, the University might first take a critical look at what works well. A critical analysis of the XXX Library success might ask questions such as:

- What guarantees exist that job satisfaction will remain in place?
- What has made this success and satisfaction possible?
- What specifics must remain in place for it to continue?
- Are these accomplishments vulnerable in any way?
- Can the strategies which made this satisfaction possible be applied to other areas of the University?

To further benefit from the assessment information, the University might then examine the specific issues raised. The intent in doing so would be to understand the gaps between satisfaction and perceived need. To what extent do the relatively minor issues raised in the surveys indicate larger, more systemic issues?

The NAT feels that the survey results are most relevant when considered from the same perspective used in compiling the data: that is from inside to out. When considering the specific data, the NAT strongly suggests looking at the staff data first and the user data second. Additionally, for each concern raised by survey participants, the NAT suggests developing a set of focused follow up questions which can be researched and further studied. Examples are provided below:

Staff Survey Concern: Staff members would like to receive more interaction and verbal feedback from managers and supervisors.

Follow up questions:

- Do managers/ supervisors have adequate time to provide the staff this interaction?
- Is the lack of such interaction a matter of managerial style?
- Can resources be allocated to promote more staff- manager interaction?

Staff Survey Concern: The XXX Library staff feels underpaid.

Follow up questions:

- How do XXX Library salaries compare to national averages?
- How might salary increases be funded?
- What is at risk if salary increases are not funded?

Student Survey Concern: Library should extend hours of operation.

Follow up questions:

- Exactly when are the periods of highest use/ usage patterns?
- Is there current data on this?
- Might a follow up survey about preferred hours be useful?

Student Survey Concern: The Library needs more power outlets for personal computer use.

Follow up questions:

- How was this need overlooked when wireless was installed?
- Can the building sustain more outlets?
- Is the wiring system too old to handle this modification?
- If not, what are the costs involved?
- How many more outlets, and where to best locate them?

In order to complete the evaluation begun by these surveys, the NAT further recommends that the University extend needs assessments for XXX Library to the rest of the campus community: to the entire student body, to all faculty, staff and administrators, and perhaps even to prospective students and to graduates. Finally, the NAT encourages the University to conduct a thorough needs assessment for the “larger community,” in order to evaluate how well they are

meeting their goal of “serving the broader community and supporting the University's status as a good neighbor in the community.”

Conclusion

This needs assessment was conducted to ascertain the satisfaction levels of students and staff at XXX Library. The NAT determined that overall, both the staff and the student users are satisfied with the library and its services. The NAT feels that this assessment bears out the established relationship between internal and external satisfaction. Staff satisfaction is directly linked to student satisfaction; if the staff is satisfied, the students will be also. Additionally, high staff satisfaction levels appear to magnify user satisfaction levels, creating even higher satisfaction levels than those found among the staff surveyed.

Both groups did offer their suggestions on how to make the library a more satisfactory establishment. Some of the concerns and suggestions of each group coincided, yet each group had unique observations to offer. The NAT appreciates the cooperation of the XXX Library, staff, students, and of the XXX University as a whole. The Nat hopes that when this needs assessment is presented to the Director of the XXX Library, he or she will find the information useful.

Table of Tables

Table 1 – Employee satisfaction

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
The University administration has made positive steps regarding staff satisfaction.	3	8	11	6	1	29
The Library administration has made positive steps regarding staff satisfaction.	7	15	5	2	0	29

Table 2 – How Patrons Use the Library

Uses of the library	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
Programs/Speakers	0	4	2	8	1	15
Study	1	6	5	2	1	15
Research	2	11	1	1	0	15
Socializing	0	1	5	5	4	15

Table 3 – User Response to Service

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Totals
The library staff is helpful.	6	8	1	0	0	15
The Library staff is friendly.	7	7	1	0	0	15
The Library staff is knowledgeable	4	10	1	0	0	15
The library is open when I want it to be.	4	5	3	3	0	15
I am aware of programs and speakers in the library	0	9	4	2	0	15

Table 4 – Employee work environment

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
In the past week I have received recognition or praise for doing good work.	4	13	4	6	2	29
My supervisor seems to care about me as a person.	13	12	3	0	1	29
There is someone at work who encourages my development.	8	15	1	3	2	29
My opinions seem to count at work.	8	17	1	2	1	29
The mission/purpose of my library make me feel my job is important.	6	18	2	2	1	29
My co-workers are committed to doing quality work.	7	21	1	0	0	29
I have a close friend at work.	13	8	6	1	1	29
In the past 6 months someone at work has talked to me about my career progress.	5	10	6	4	4	29

Table 5 – Users Rating of Library

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
I find what I am looking for when I visit the library for research.	4	9	2	0	0	15
The library serves the library community well.	5	7	3	0	0	15
The library provides valuable services.	7	8	0	0	0	15

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Figure 1 - Employee Work Environment

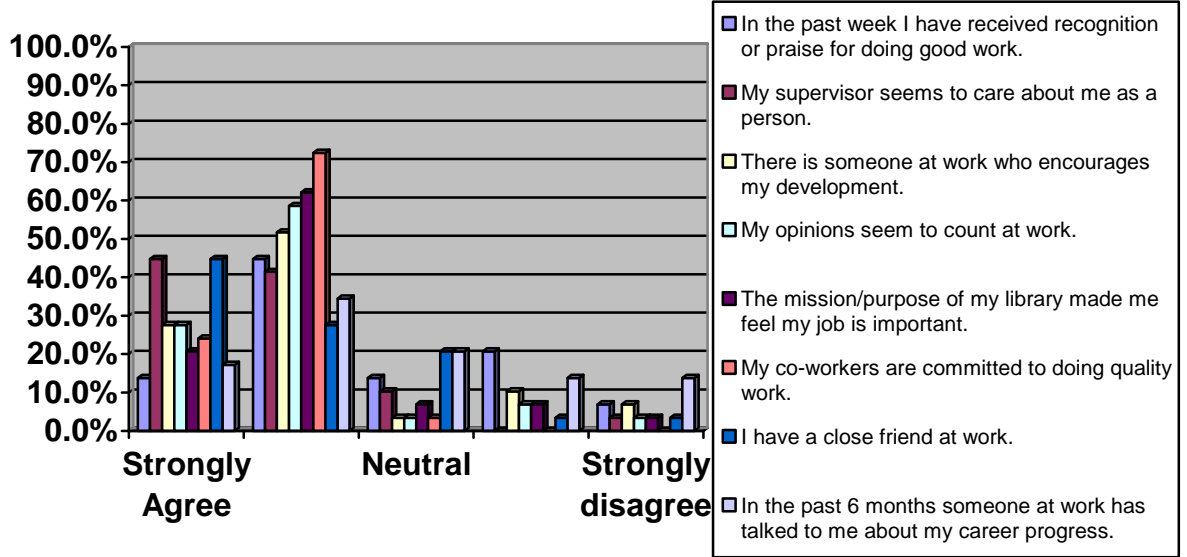


Figure 2 - Employees Answers to the “12 Questions”

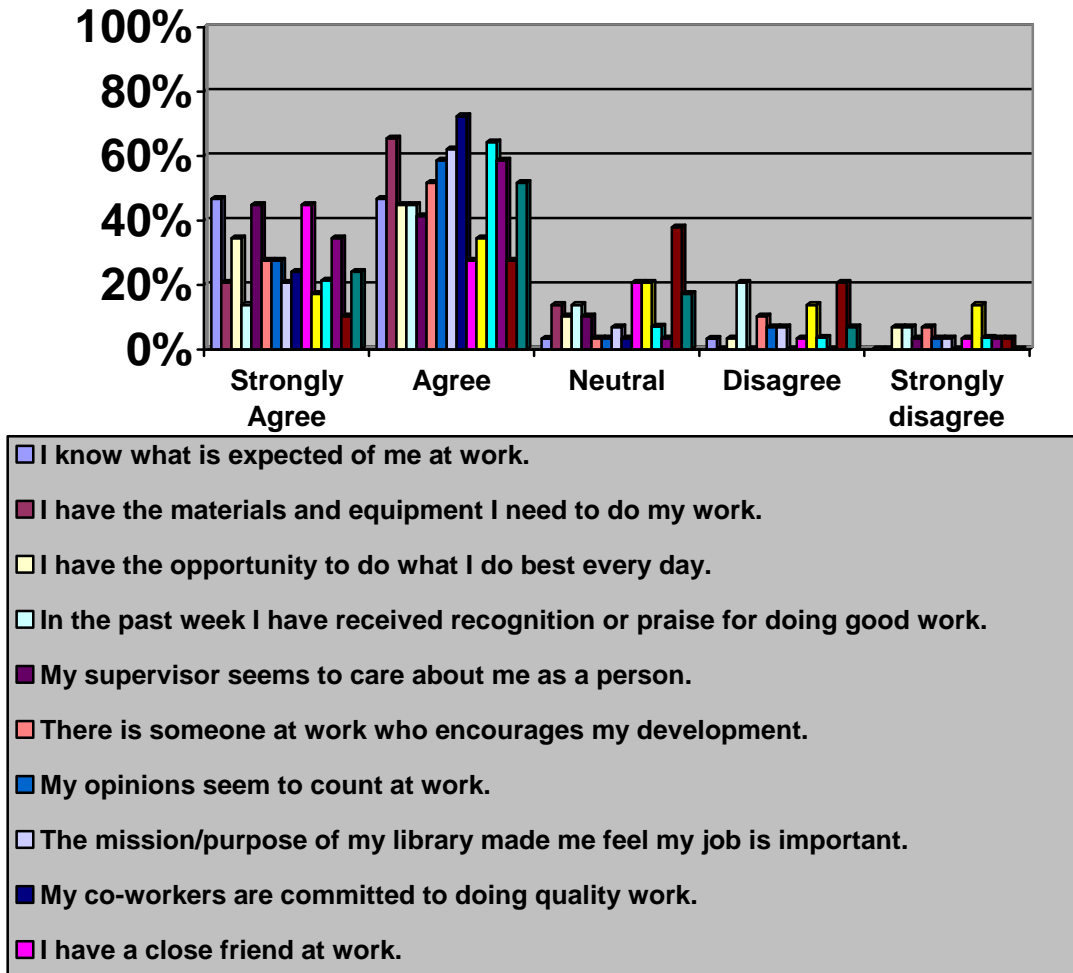
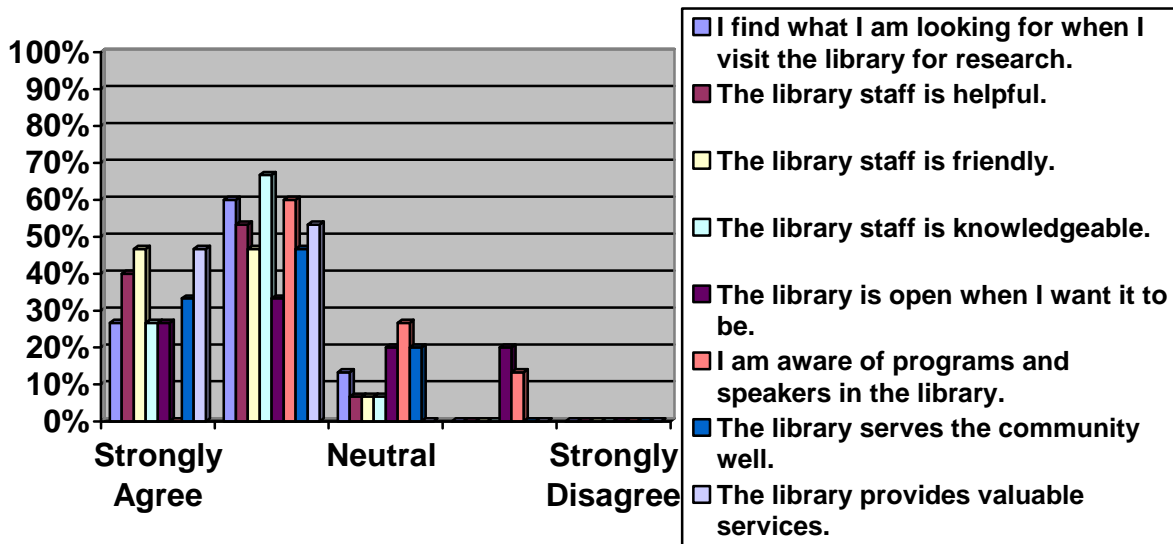


Figure 3 - User Satisfaction



VI. Appendices

Appendix I

Staff Survey

Participation:

Participation in this web survey is voluntary. You indicate your consent to participate in the survey by completing the survey. Your decision not to complete or submit the survey will involve no penalty.

(While your participation is appreciated, there is certainly no penalty if you prefer not to participate.)

Individual responses to the survey will be completely confidential.

This survey is part of a research project being conducted by H. David "Giz" Womack, Sandra Montjoy, Ingrid Hayes, Elizabeth Chandler and Amy Ruhe and has been reviewed by the XXXX XXXXXX University Institutional Review Board (IRB). If you have any questions concerning your rights regarding this process, please contact the XXX IRB at (336) XXX-XXXX (<http://www.XXX.edu/rsp/irb>) Survey results will be used in conjunction with analysis of the data collected for MLIS 650, Library Administration, Spring 2007 at the University of North Carolina - Greensboro. Data collected will be use to identify staff satisfaction.

If you have any questions regarding this study, please contact H. David "Giz" Womack, Principal Investigator, X. XXXXX XXXXXXXXXX Library, womack@XXX.edu, (336) XXX-XXXX.

Purpose of the study:

The purpose of this project is to study both XXX staff and XXX student satisfaction with the XXX Library and its services.

Timeframe of the project:

The web survey will be conducted In April 2007. The data will be collected and reported by May 2007.

Description of the study and procedures used:

The web-based staff survey consists of 18 questions and the student survey consists of 16 questions. Both survey focus on satisfaction with the Library. Completion of these surveys will take 10 minutes or less depending on the level of detail provided.

Description of procedures/elements that are associated with foreseeable risks:

There are no elements of this survey that have been identified with any foreseeable risks.

Benefits to the subjects or others:

Information gathered will benefit the participants of MLIS 650 at UNC-G in addition to the administration of the XXX Library who will receive a copy of the report.

Confidentiality of research records:
the survey will be conducted on the Survey Monkey web survey application. The results are gathered anonymously.

Survey Participants:
You may keep this information for you records.

- 1. I know what is expected of me at work –**
- 2. I have the materials and equipment I need to do my work**
- 3. I have the opportunity to do what I do best every day**
- 4. I have the support of my peers in my work**
- 5. In the past week I have received recognition or praise for doing good work**
- 6. My supervisor seem to care about me as a person**
- 7. There is someone at work who encourages my development**
- 8. My opinions seem to count at work**
- 9. The mission/purpose of my Library make me feel my job is important**
- 10. My co-workers are committed to doing quality work**
- 11. I have a close friend at work**
- 12. In the last 6 months someone at work has talked to me about my career progress**
- 13. This last year I have had opportunities at work to learn and grow**
- 14. The University administration has made positive steps regarding staff satisfaction**
- 15. The Library administration has made positive steps regarding staff satisfaction**
- 16. What do you perceive are the strengths of the Library?**
- 17. What do you perceive are the weaknesses of the Library?**
- 18. What, if anything, would you like to see changed in the Library or its services?**

Appendix II

Student Survey

Participation

Participation in this web survey is voluntary. You indicate your consent to participate in the survey by completing the survey. Your decision not to complete or submit the survey will involve no penalty.

OR: While your participation is appreciated, there is no penalty if you choose not to participate.

Individual responses to the survey will be completely confidential.

This survey is part of a research project being conducted by H. David "Giz" Womack, Sandra Montjoy, Ingrid Hayes, Elizabeth Chandler and Amy Ruhe and has been reviewed by the XXXX XXXXXX University Institutional Review Board (IRB). If you have any questions regarding your rights regarding this process, please contact the XXX IRB at (336) XXX-XXXX or on the web at <http://www.XXX.edu/rsp/irb>. Survey results will be used in conjunction with analysis of the data collected for MLIS 650, Library Administration, Spring 2007 at the University of North Carolina - Greensboro. Data collected will be use to identify staff satisfaction.

If you have any questions regarding this study, please contact H. David "Giz" Womack, Principal Investigator, X. XXXXX XXXXXXXXXX Library, womack@XXX.edu, (336) XXX-XXXX.

Purpose of the study:

The purpose of this project is to study both XXX staff and XXX student satisfaction with the XXX Library and its services.

Timeframe of the project:

The web survey will be conducted In April 2007. The data will be collected and reported by May 2007.

Description of the study and procedures used:

The web-based staff survey consists of 18 questions and the student survey consists of 16 questions. Both survey focus on satisfaction with the Library. Completion of these surveys will take 10 minutes or less depending on the level of detail provided.

Description of procedures/elements that are associated with foreseeable risks:

There are no elements of this survey that have been identified with any foreseeable risks.

Benefits to the subjects or others:

Information gathered will benefit the participants of MLIS 650 at UNC-G in addition to the administration of the XXX Library who will receive a copy of the report.

Confidentiality of research records:
the survey will be conducted on the Survey Monkey web survey application. The results are gathered anonymously.

Survey Participants:
You may keep this information for you records.

- 1. I find what I am looking for when I visit the library for research.**
- 2. The library staff is helpful.**
- 3. The library staff is friendly.**
- 4. The library is open when I want it to be.**
- 5. I am aware of programs and speakers in the library.**
- 6. I attend the programs and speakers in the library.**
- 7. I use the library to study.**
- 8. I use the library for research.**
- 9. I use the library for socializing.**
- 10. I like the new policy that allows food in the library.**
- 11. The library staff is knowledgeable.**
- 12. The library serves the XXX community.**
- 13. The library is a valuable service.**
- 14. What do you perceive are the strengths of the library?**
- 15. What do you perceive are the weaknesses of the library?**
- 16. What would you like to see changed in the Library or its services?**

Appendix III

Staff Open Ended Responses

Note: For the sake of organization and readability, responses have been grouped in two general categories: Space, Resources, Organization, and Services. Consequently, some responses have been divided between these two groups. Original wording has been preserved. A copy of responses as originated by respondents is available upon request.

What do you perceive are the strengths of the Library?

<u>Space, Resources, Organization</u>	<u>Services</u>
Library has been very good at getting by on small budgets, but I like the more aggressive approach we are taking now.	The Library Staff is very good, active on campus, very friendly. Great outreach activities.
library has a great collection of material: print and digital	work environment is positive flexible work schedule collegial co-workers
Our commitment to multimedia environment and capabilities, and e-access items (such as e-journals, databases, etc.)	our commitment to patron service(s),
the resources	Commitment to service
reasonable funding,	The level of service we offer is excellent.
	Customer Service
	skillful, friendly, dedicated and helpful staff
	Collection Staff
	Staff
	Commitment to serving library's clients.
	Collegial relationships among staff.
	A strong commitment by almost everyone to meeting the needs of the library's patrons
	A willingness to try new things, so long as they don't interrupt the flow of work.
	Many close relationships between the faculty and the staff, particularly the non-librarian staff so that we know what the faculty wants and know what hasn't worked in the past.
	The staff,
	Committed staff, ability to work together on projects
	The staff is caring and supportive of each other.
	Strong support from Library Administration and the director
	Very committed staff members
	a director who truly cares about staff and the workings of the Library, seen as an important part of the University

	Some very capable staff.
	To serve the students, Prof., and community
	It's LIB100 Program.

What do you perceive to be the weaknesses of the Library?

<u>Space, Resources, Organization</u>	<u>Services</u>
Physical facilities, lack of space,	Not enough staff
Lack of shelf space.	Slowness in adapting to new workflows in a fast changing information environment
I feel that at times we adopt/embrace the latest technological trends just because they exist and not necessarily because they improve or enhance our work flow or the services we offer	lack of power in salary improvement process small voice in university governing no ear in higher administration
budget constraints and what these constraints affect (i.e.: building renovations/spatial constraints, collection development, technology for staff)	Tendency to focus on individual, not group achievement. For instance, the Gaz was a shared publication/ production, a creation by the entire library staff. It is unclear if the new incarnation will have the same uniting influence. Related issue: focus on medium, not content or meaning. Seems like a Clique runs the place at times.
lack of extended funding	Emphasis on traditional approaches,
Lack of time and money	Encouragement of Staff
The antiquated building	Recognition of Staff Aesthetics
The Building	Low salaries.
Constraints on our materials budget.	Low salary compensation for experience, education, job demands, particularly compared to national levels.
Lack of funding	It's not clear what the main mission of the library is. It tries to be all things to all people
Lack of funding for collections;	Over and over again the professors in the libqual survey said they wanted the library to get more books and electronic resources. They didn't asking repeatedly for instruction on how to incorporate technology into their teaching. Wikis and blogs should be tools not the focus of library attention
Our collections aren't as strong as they need to be.	Some XXX librarians seem to want to 'elevate' themselves at the expense of the non-MLS people who share in making XXX a success. They are willing to keep pay levels low for their non-MLS coworkers by denying the professional nature of their jobs rather than risk losing the salary and benefits differential that currently keep the librarians at the top of the ladder.
lack of space	In 2005 it was a real eye-opener when HR recognized the

	professional nature of the work done by XXX, XXX, XXX, and XXX and yet it never occurred to the library director and associate director that they were professionals.
Security	Currently there's a tendency to refer to library professionals as 'feral librarians' because they don't have an MLS. Maybe the professors should call the librarians 'feral faculty' if the librarians succeed in getting faculty status, since few of them have PhDs or have done scholarly research.

What, if anything, would you like to see changed in the Library or its services?

<u>Space, Resources, Organization</u>	<u>Services</u>
Larger monograph budgets	A more 'retail' customer service orientation
Storage facility	I'd like for faculty and students who don't see the calendars to know that we don't close for 'Spring Break' or 'Christmas Break' or summers (except for our 1 week) and that we work year-round.
need an Information Commons	Additional support staff, thus reducing dependency on student workers.
major building renovations	Salary improvements/ lack of guessing year to year
serve our patrons' need for space	greater emphasis on emerging trends
individual and group spaces	extension of 'continual learning' paradigm which already has good support here
building renovation	Continued assessment of programs and implementation of pilot projects.
coffee shop	Make it clear what the primary focus of the library is.
New building/ Information commons to merge various service desks into one (or into one common area).	Spend more time giving everyone in the library proper credit for their work
	People who supervise professionals make more money than people who supervise non-professionals. Librarians would benefit from having their coworkers get higher job classifications.

Appendix IV

Student Open Ended Responses

Note: For the sake of organization and readability, responses have been grouped in two general categories: Physical Space, Resources and Organization and Services. Consequently, some responses have been divided into these two groups. Original wording has been preserved. A copy of responses as originated by respondents is available upon request.

What do you perceive are the strengths of the Library?

<u>Space, Resources and Organization</u>	<u>Service</u>
There are group study rooms which are nice, but we could use more.	I've always found what I needed there or gotten help from someone to locate what I needed without any trouble.
24 hour rooms are nice, especially the one with all the desks with outlets.	Quantity of works
Also, it's nice how the books are arranged by topic, so if there's one book you know you like, you can find Other books about the same ideas nearby.	The ITC and research librarians are particularly helpful
Students get free printing pages and headphone rentals	The staff is wonderful and the library contains many volumes.
The wireless internet is very good in all parts of the library.	The knowledge of the staff and their constant attempts at improving the services that are provided for the students
It is generally quieter than the dorms, with the exception of a few disrespectful people.	There is a mini-IS help desk and great training classes to learn more about technology we need for class and for our web pages.
The DVD library is also very nice	It has a lot of resources.
	The staff and the technology.
	Large resources and ability to network with other libraries to get access to materials.

What do you perceive to be the weaknesses of the Library?

<u>Physical Space, Resources and Organization</u>	<u>Service</u>
Sometimes when I do search online the book doesn't come up, but it does come up when I search for the author of the book. I dunno what that's about.	
There are not enough study rooms for groups.	
It can also be confusing to locate books	
There are not nearly enough outlets for computers. During exam weeks it is difficult to find a seat to study, Especially one near an outlet.	
I don't like it to study. It has few outlets and private areas.	
The amount of databases that generate full text. I find myself constantly using proquest and esbco host, regardless of the content of my research.	
It is very crowded	
The weekend hours and schedule are terrible for students who are actually studying and working over weekends.	

What, if anything, would you like to see changed in the Library or its services?

<u>Space, Resources and Organization</u>	<u>Service</u>
I'm very pleased with it overall, I'd say.	I'm very pleased with it overall, I'd say.
I can't think of anything at the moment	I can't think of anything at the moment
I would like to see an initiative to increase the amount of electrical outlets near desks and other study locations in the library.	More staff
I would like for the library to allow students to bring in drinks and food from the snack machines into the	More events like the XXX video game

library (for example, if I buy coffee in the machine in the 24-hour study room, I can't take it inside to where I'm studying.)	tournaments.
More electrical plugs!	The library should remain open on weekends just as it does on weekdays.
I would like for the 24-hour study rooms to be more comfortable and conducive to all-nighters (better chairs and couches, better tables!!)	An inclusive use of all faculty should be incorporated, as well as the ability for students to contribute opinions, regarding selection of materials, journals, etc.
More pages allotted to students for free printing!	
More outlets would be preferred.	
It would also be cool, if there was room for it, for the library to have a small Campus Grounds inside where we could get coffees and better, healthier snacks like sandwiches and fruit.	
I think it's great. It's been a perfect place to work and I think it's very efficient.	

Appendix V

(double-click the survey below to launch Acrobat and see all pages of the staff survey.)

Survey Summary

<http://www.surveymonkey.com/DisplaySummary.asp?SID=3552535&...>

SurveyMonkey.com because knowledge is everything

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Home New Survey My Surveys List Management My Account Help Center

Thursday, April 12, 2007

Results Summary

Show All Pages and Questions

Export...

View Detail >>

Filter Results

To analyze a subset of your data, you can create one or more filters.

Add Filter...

Total: 30
Visible: 30

Share Results

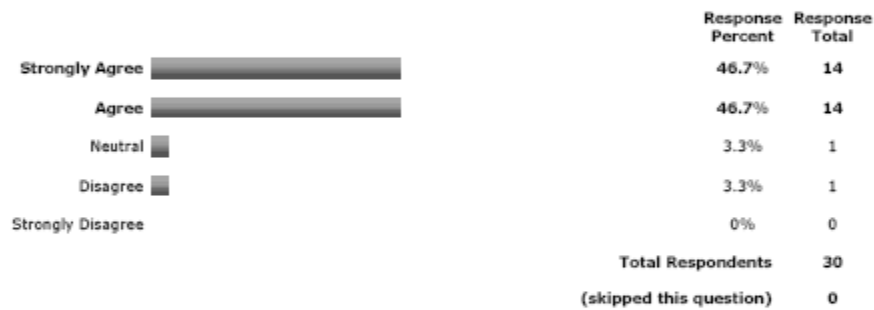
Your results can be shared with others, without giving access to your account.

Configure...

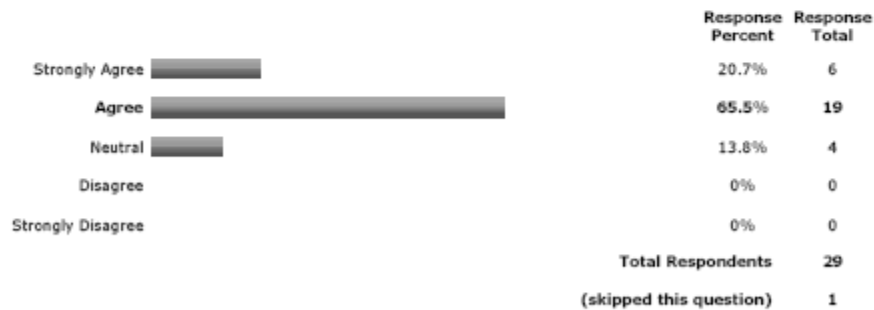
Status: Enabled
Reports: Summary and Detail

1. XXX Staff Survey

1. I know what is expected of me at work



2. I have the materials and equipment I need to do my work



3. I have the opportunity to do what I do best every day



(double-click the survey below to launch Acrobat and see all pages of the student survey.)

Survey Summary

<http://www.surveymonkey.com/DisplaySummary.asp?SID=3553145&...>

Results Summary Show All Pages and Questions Export... View Detail >>

Filter Results

To analyze a subset of your data, you can create one or more filters.

Add Filter... **Total:** 15
Visible: 15

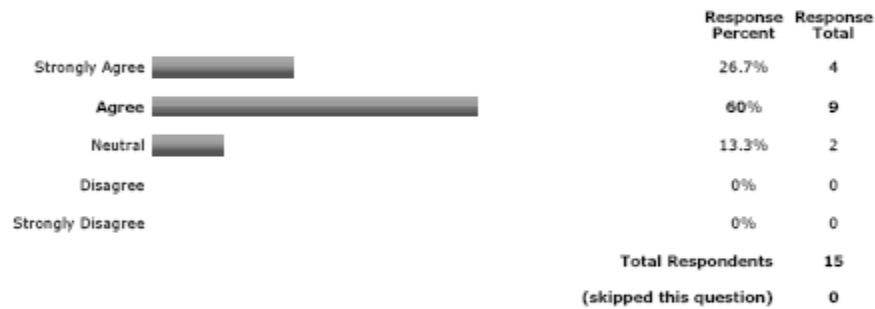
Share Results

Your results can be shared with others, without giving access to your account.

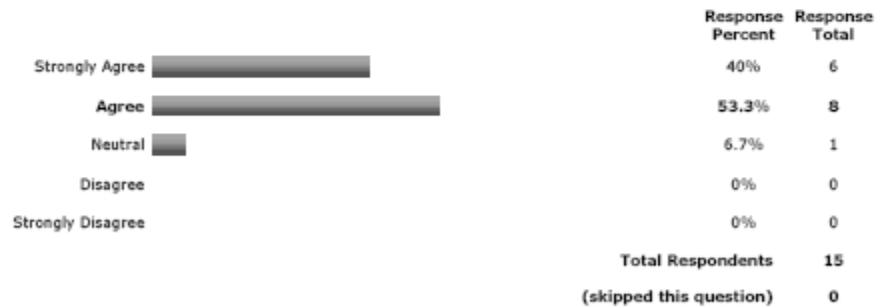
Configure... **Status:** Enabled
Reports: Summary and Detail

1. XXX Student Survey

1. I find what I am looking for when I visit the Library for research.



2. The Library staff is helpful



3. The Library staff is friendly



Bibliography

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Buckingham, Marcus, and Curt Coffman. First, Break All the Rules: What the World's Greatest Managers Do Differently. New York: Simon & Schuster, 1999.