# "These Are Not Your Students"

## How Service Orientation Doomed a
Library Instruction Assessment Project
and What it Took to Bring it Back to Life

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# Overview

- Spring 2014
  - Reference & Instruction @ UNH Library
- Summer 2014
  - FITSI
  - Information Literacy module
- Fall 2014
- Service orientation and saying no
- 2018

# No Judgment – No Blame

# Spring 2014

## I arrived at UNH in March

# Instruction Librarian

- Look at library instruction programmatically
- Plan and deliver assessment
- Collect and analyze statistics
- Participate in foundational level instruction
- Work at the Reference Desk

# Reference Unit

- 4 generalist librarians + me
  - First new unit member in 20 years
- All faculty w/student assistants
- Reference Desk service
  - 62.5 hrs/week
  - 7:30 a.m. – 8:30 p.m.
  - Faculty shifts = 10-12+ hrs/week
- Reference statistics = sampling

# Instruction Program

- Bibliographic Instruction
  - Lecture / demo
  - Tools-based
  - 5+ interfaces in 50 or 80 minutes
- No ACRL Info Lit Standards
- No online learning objects
- Instruction statistics = Word doc

# Instruction Program, cont.

- Foundational level
  - ENGL 401: First-year Composition
    - + ENGL 401A, ESL, bridge
    - One session in the library
    - 120 sections/year + follow ups
    - 2200 students/year
  - 70% of all instruction = 400 level

- Other
  - Catch as catch can, no scaffolding

# Instruction Assessment

## NONE

NottsExMiner. "Mute Swan Egg (11.7 cm x 7.11 cm Egg Size) 06.04.11." Flickr. https://bit.ly/2JCC5Tt  11 Apr. 2018.

# Challenging Environment

- Library
  - Department skeptical of my position/title
  - Schedules and workflows supported the status quo

- Campus
  - No IL outcomes in Gen Ed program
  - No culture of assessment

- Entrepreneurial

Benoît de Haas. "illustration bonhomme idée inventer trouver eureka." Flickr. Jan. 13, 2017. https://bit.ly/2GTqA8m. 11 April 2018.

# Revise ENGL 401 Session

- Flipped learning environment
- Deliver content online
- Lecture -> Active learning
  - Increase student engagement
  - Increase info retention
- Pre- & post-test for assessment
- Reduce or eliminate follow-ups
- Less labor-intensive; more sustainable

# Key Project Stakeholders

- Reference colleagues
  - Keep it as hands-off as possible
- First-year Comp Coordinator
  - Keep it as hands-off as possible
- ENGL 401 instructors
  - Keep it as hands-off as possible
- Students
  - K.I.S.S.

# Make Friends and Influence People

- Investigated campus T&L support

  - Center for Excellence in Teaching & Learning (CETL)

- Met other potential partners

  - Academic Technology

  - Writing Program/Writing Center

# Summer 2014

- With CETL:
  - Collaborate to develop IL module

- With Academic Technology:
  - FITSI = Faculty Instructional Technology Summer Institute
    - First-year Comp Coordinator!

# How I Built an IL Module

- FITSI
  - Narrated PPT and multimedia best practices (CETL)
  - Met & discussed with First-year Comp Coord
- CETL = IRB
- CETL puts module in Blackboard
- ENGL 401 instructors assign module before library session
  - Pre-test

# IL Module, cont.

- Hands-on library session = active learning

- CETL delivers post-test 3 weeks out

- CETL assists with data analysis

- CETL          :

  - Reusable & refer-able

  - Scientifically sound

- My research agenda

# Win! Win! Win!

# Fall 2014

- Module ready & with CETL
- Half of my sessions would run with module, half traditionally
- Needed permission to put module in instructors' Blackboard classes
  - First-year Comp Coordinator

# First-year Comp Coordinator

- "I didn't understand."
- "You cannot work with the ENGL 401 instructors."
- "You cannot give homework to English students."
- "You cannot assess English students."
- "These are our students."

"These are not your students."

# Further Fallout

- Discussion between CETL Director and First-year Comp Coord failed.

- First-year Comp Coord went to Library Dean.

- CETL Director shut down project.
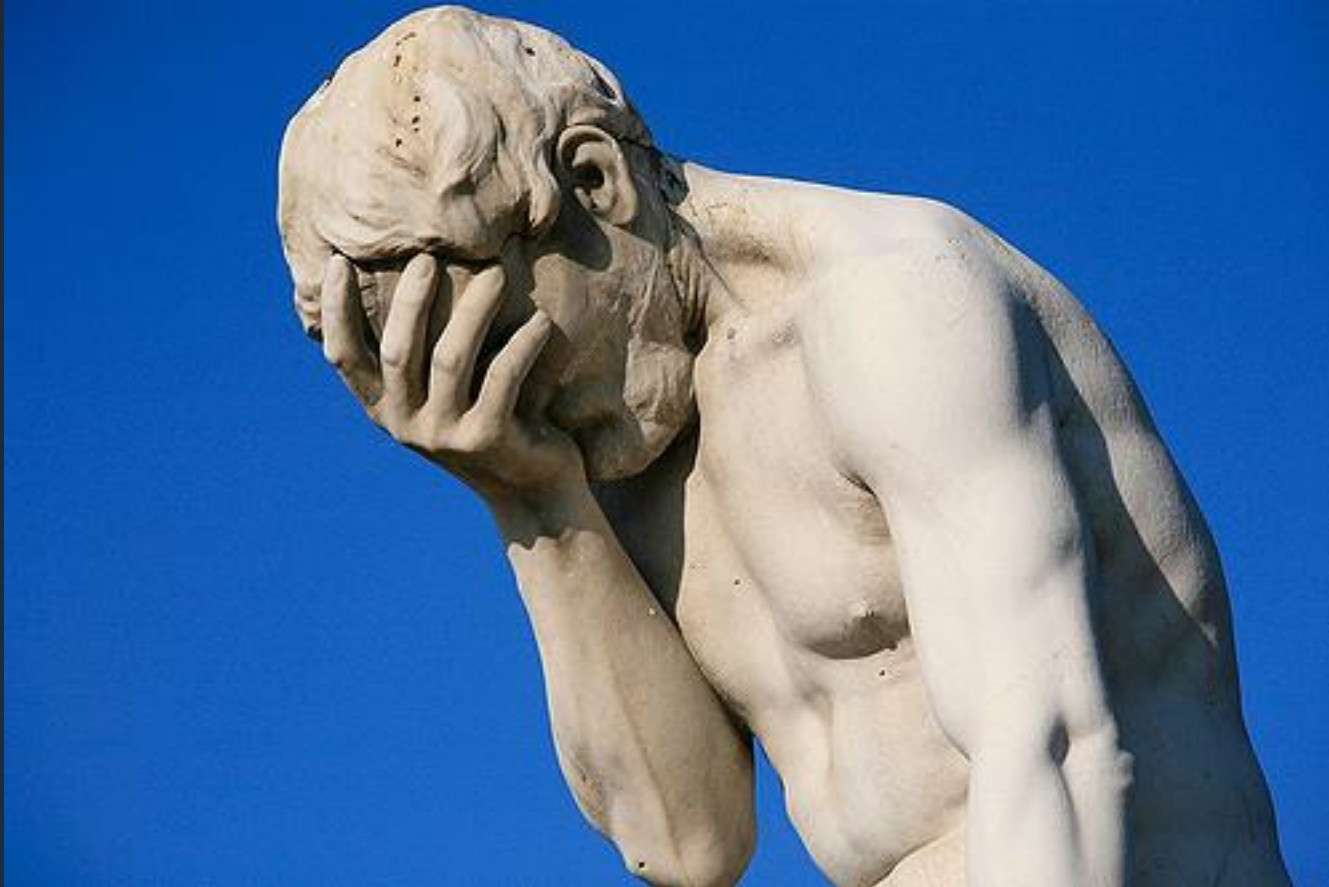
- Project went into "mothballs."

FAIL!

Alex Proimos. "Head in Hands." Flickr. Dec. 14, 2009. https://bit.ly/2GT6taq. 11 Apr 2018.

# Revelations

- Library's relationship with English was not collaborative

  - Service relationship

- Without a culture of assessment, assessment is scary

  - Change would be incremental

- No other irons in the fire

Syuji Shinohara. "IMG_1749." Flickr 9 Jan 2012. https://bit.ly/2ramj9M, Apr 30, 2018.

# Service Orientation

- Reference had started relationship with English in 2000.
- We had said "yes."
  - And kept saying, "yes."
- Customer service model
- Fear of rejection

# Saying Yes

- Builds political capital
- Erodes recognition of expertise and operational activities
  - Desk coverage
  - Instruction room space
  - Lesson planning
- Sets precedent

# Service Relationships

- Can lead to isolation

- Unhealthy
  - Library had lost ownership of its own program

- Erode peer relationships
  - Can lead to being taken advantage of
  - Staff-faculty relationships become even more difficult

- Can make program changes difficult

# Learn to Say No

- Set boundaries

- Protect our integrity

- Teach others

- Find solutions for both parties

# We're Not the Only Ones

# What Happened Next?

- Colleagues retired in June 2016
  - Subject librarians + staff
  - New desk staffing
  - First-year Instruction Librarian (FYI)

- More communication with English Comp
  - Focus group
  - Regular meetings

- New Service: First-year Research Drop-in Sessions

# 2018

- No ENGL follow-up sessions -> Drop Ins
  - Could save 25-30% time
- Redesigned LibGuide with more tutorial elements
  - Credo InfoLit Modules
- More players: History, FIRE, HHS
- Foundational + upper level classes

# Culture of Assessment

- NEASC Self-study report due 2019
  - Student Learning Outcomes
  - SLO assessments in majors
- CETL -> CEITL
  - Steering Committee membership
- Impact of the Library?

Howard County Library System. "Monarch Butterfly." 12 Nov 2014. Flickr.com. https://flic.kr/p/p6erMz  30 Apr 2018.

# Lessons Learned

- Set and keep boundaries

- Develop and nurture multiple collaborations

- Communicate better

- Stay flexible

- Save everything

- Be patient

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Brad. "Onward." 3 Nov 2010. Flickr. https://bit.ly/2ramj9M 30 Apr 2018.

# Related Resources

- Blackshaw, Peter. *Satisfied Customers Tell Three Friends, Angry Customers Tell 3000*. New York: Doubleday, 2008.

-  Brandt, Randy. "Is Your Customer Always Right? How We Got to Customer Centricity." *Marketing Insights* (Nov/Dec 2018), 17-21.

- Epstein, Su. "The Value of No." Public Libraries Online (July 2017). Http://publiclibrariesonline.org/2017/07/the-value-of-no/ Accessed 14 Mar 2018.

- Hsu, Tiffany. "L. L. Bean, Citing Abuse, Tightens Its Return Policy." *New York Times*, vol. 167, no. 57869, 10 Feb. 2018, p. B7. EBSCO*host*, libproxy.unh.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=eue&AN=127938872&site=eds-live.

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- Wikipedia contributors. "The customer is always right." *Wikipedia, The Free Encyclopedia*. Wikipedia, The Free Encyclopedia, 29 Apr. 2018. Web. 30 Apr. 2018.

*Thank you!*