2CUL TSI Closing Survey Results

Cornell University Library,

Assessment & Communication

Joanne Leary & Gaby Castro Gessner

Closing survey goal

Capture staff's perception on the current environment and status of the collaboration between Cornell and Columbia University Libraries.

Note: 2CUL TSI shifted from "integration" to "initiative" but the goals of the survey did not change.   The survey retained the original six questions asked in the first survey with one exception (question 2 does not ask about projected satisfaction with the library).

Closing Survey

- September 17– October 7, 2015 – 3 weeks
- 6 questions   6 areas
    1. Reactions on 2CUL TSI
    2. Satisfaction – current with unit
    3. Ranking – within unit and library
    4. Comments
    5. Status
    6. Supervision

INNOVATION
COLLABORATION
EFFICIENCY
COMMUNICATION
DECISION-MAKING
RISK-TAKING

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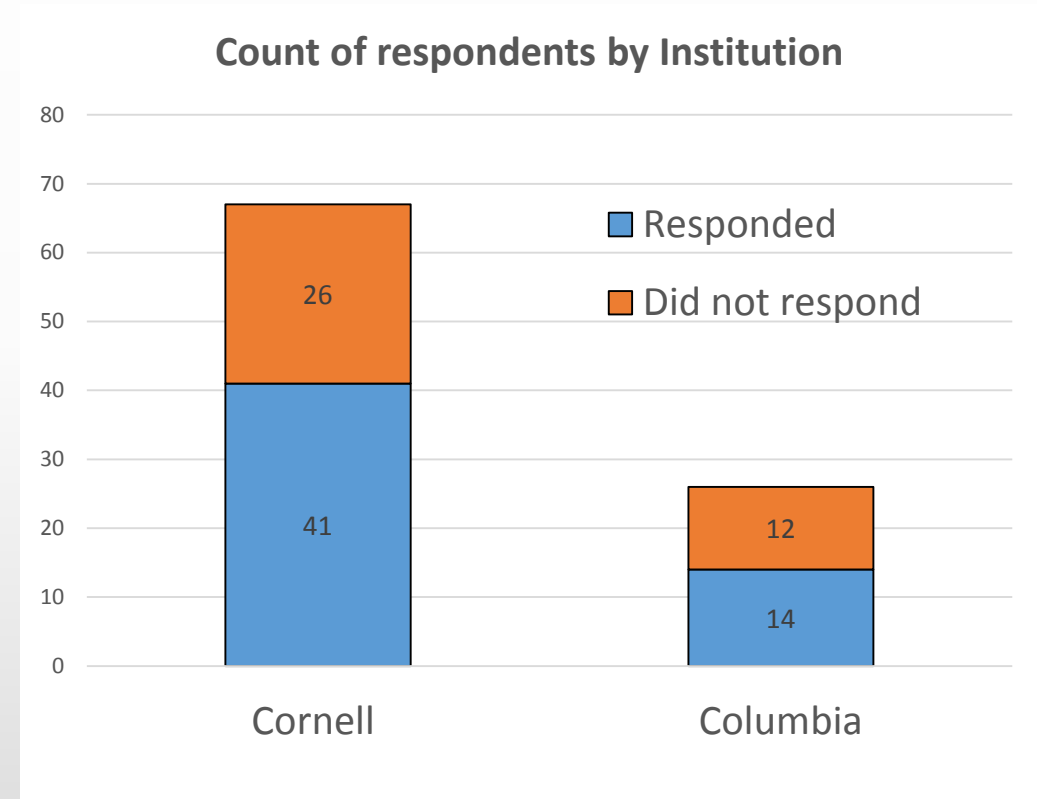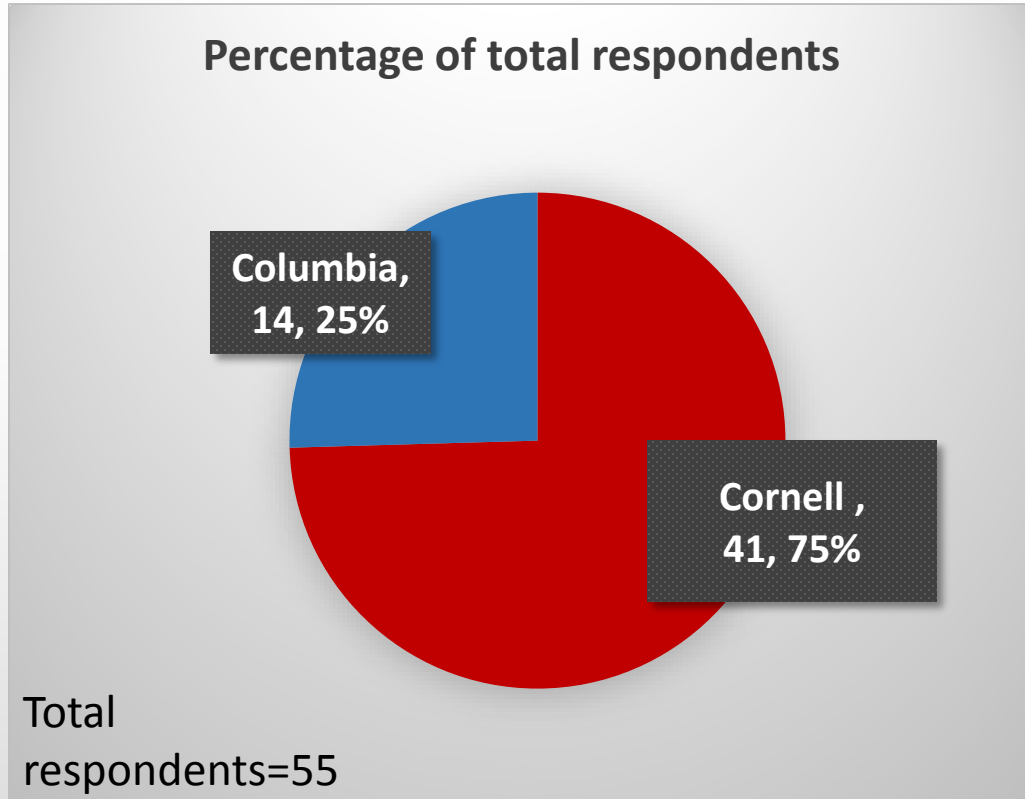
Response by Institution

Percentage of total respondents

Columbia, 14, 25%

Cornell , 41, 75%

Total respondents=55

Count of respondents by Institution

80
70
60
50
40
30
20
10
0

Cornell — 26, 41

Columbia — 12, 14

■ Responded
■ Did not respond

Respondents by Status
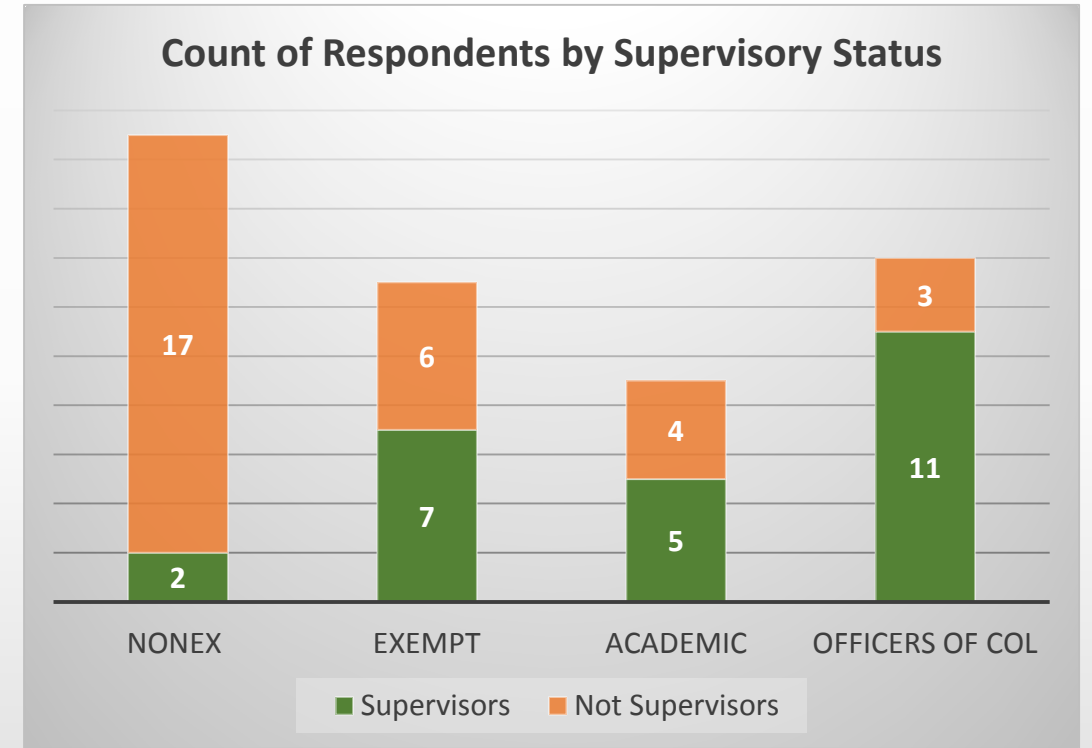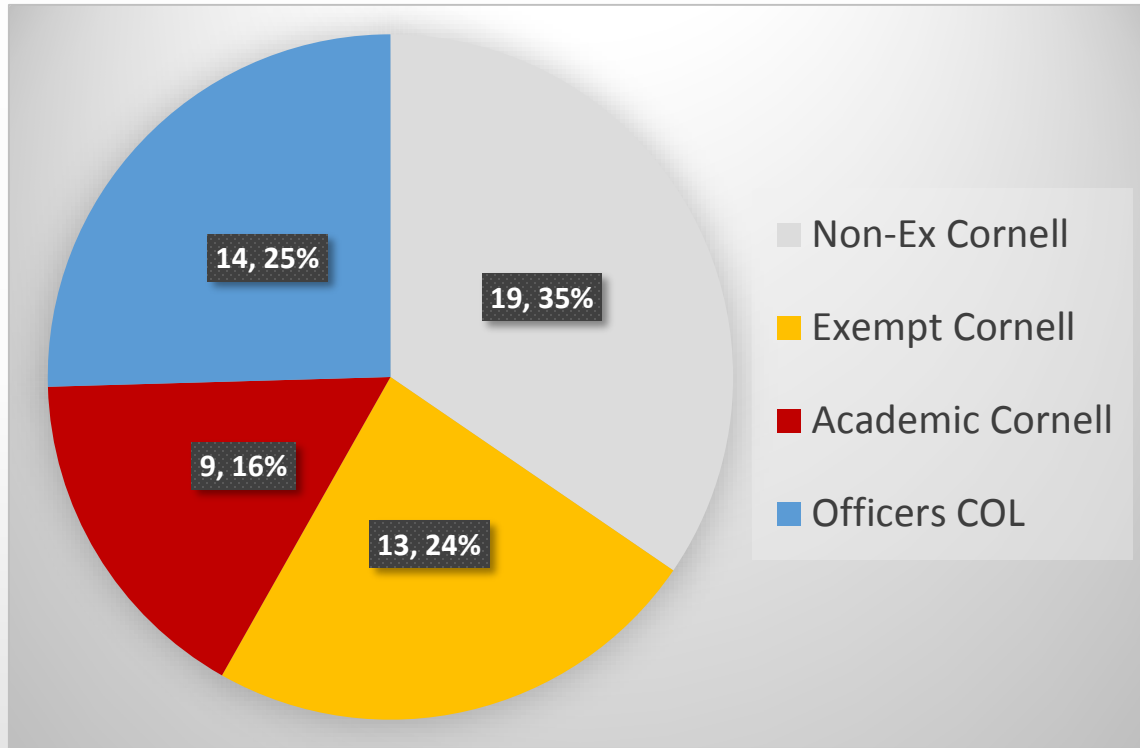
Top Level Results

		Unit SATISFACTION	Unit RANKING	Library RANKING
Both Institutions	Highest	Collaboration	Collaboration	Innovation
	Lowest	Risk-Taking	Risk-Taking	Efficiency
Columbia	Highest	Collaboration	Collaboration	Innovation
	Lowest	Innovation Decision-Making Risk-Taking	Communication	Communication
Cornell	Highest	Collaboration	Collaboration	Innovation
	Lowest	Risk-Taking	Risk-Taking	Efficiency

Q2: Unit Satisfaction 2014 & 2015

	Measures	2014	2015	%	2014	2015	%
		Cornell	Cornell	Change	Columbia	Columbia	Change
Unit Satisfaction	Innovation	4.03	4.02	- 0.2%	3.42	3.50	+2.3%
	Collaboration	4.10	3.98	- 2.9%	3.68	3.93	+6.8%
	Efficiency	3.93	3.76	- 4.3%	3.53	3.64	+3.1%
	Communication	4.10	3.88	- 5.4%	3.11	3.64	+17.0%
	Decision Making	4.00	3.90	- 2.5%	3.37	3.50	+3.9%
	Risk Taking	3.68	3.78	+2.7%	2.95	3.50	+18.6%

* Numerical values are overall averages for each measure by institution. Scale 1 (lowest) : 5 (highest)

Area of greatest gain over 2014:

Cornell: Risk Taking (up 2.7%)
Columbia: Risk Taking (up 18.6%)

Area of greatest loss over 2014:

Cornell: Communication (down 5.4%)
Columbia: none! – but area of least gain is Innovation (up 2.3%)

Strongest areas in 2015:

Cornell: Innovation
Columbia: Collaboration

Q2: Projected (2014) & Current Satisfaction (2015)

	Measures	Projected 2014	Current 2015	%	Projected 2014	Current 2015	%
		Cornell	Cornell	Change	Columbia	Columbia	Change
Unit Satisfaction	Innovation	3.73	4.02	+ 7.8	3.42	3.50	+ 2.3
	Collaboration	3.60	3.98	+ 10.6	3.63	3.93	+ 8.3
	Efficiency	3.25	3.76	+ 15.7	2.84	3.64	+ 28.2
	Communication	3.15	3.88	+ 23.2	3.00	3.64	+ 21.3
	Decision Making	3.13	3.90	+ 24.6	2.68	3.50	+ 30.6
	Risk Taking	3.28	3.78	+ 15.2	3.11	3.50	+ 12.5
* Numerical values are overall averages for each measure by institution. Scale 1 (lowest) : 5 (highest)							

Staff feel more positive than they expected in all areas.

Greatest uptick for both institutions : Decision-Making

Strongest areas both years remain the same:

Cornell: Innovation
Columbia: Collaboration

Q3: Unit Ranking 2014 & 2015

	Measures	2014	2015	%	2014	2015	%
		Cornell	Cornell	Change	Columbia	Columbia	Change
	Innovation	4.05	4.00	-1.3%	3.42	3.57	+4.4%
	Collaboration	4.21	4.15	- 1.3%	3.89	3.71	- 4.6%
	Efficiency	4.05	3.95	- 2.5%	3.58	3.57	- 0.3%
Unit Ranking	Communication	4.21	4.02	- 4.4%	3.00	3.43	+14.3%
	Decision Making	4.05	3.88	- 4.2%	3.32	3.57	+7.5%
	Risk Taking	3.67	3.83	+ 4.5%	3.05	3.57	+17.0%

* Numerical values are overall averages for each measure by institution. Scale 1 (lowest) : 5 (highest)

Area of greatest gain over 2014:

Cornell: Risk Taking (up 4.5 %)
Columbia: Risk Taking (up 17 %)

Area of greatest loss over 2014:

Cornell: Communication (down 4.4%)
Columbia: Collaboration (down 4.6%)

Strongest areas in 2015:

Cornell: Collaboration
Columbia: Collaboration

Q3: Library Ranking 2014 & 2015

		2014	2015	%	2014	2015	%
	Measures	Cornell	Cornell	Change	Columbia	Columbia	Change
Library Ranking	Innovation	4.15	4.17	+0.5%	3.89	3.62	- 6.9%
	Collaboration	3.98	3.93	- 1.3%	3.89	3.54	- 9.0%
	Efficiency	3.65	3.61	- 1.1%	3.26	2.92	- 10.4%
	Communication	3.54	3.68	+4.0%	2.89	2.77	- 4.2%
	Decision Making	3.53	3.54	+0.3%	2.79	3.31	+18.6%
	Risk Taking	3.73	3.85	+3.2%	3.05	3.08	+1.0%

* Numerical values are overall averages for each measure by institution. Scale 1 (lowest) : 5 (highest)

Area of greatest gain over 2014:

Cornell: Communication (up 4.0%)
Columbia: Decision Making (up 18.6%)

Area of greatest loss over 2014:

Cornell: Collaboration (down 1.3%)
Columbia: Efficiency (down 10.4%)

Strongest areas in 2015:

Cornell: Innovation
Columbia: Innovation

Top Level Results
Takeaways

- When all factors and means are combined, overall satisfaction and ranking remained almost unchanged, but differences within each institution show a remarkable uptick for Columbia.

- Unit Satisfaction, which may be considered the most significant measure in the survey, decreased by 2.1% at Cornell, but improved by 8.6% at Columbia.

- Notably, staff projected to have lower satisfaction in all six areas, but their responses to current satisfaction indicate that they are more satisfied with their unit than they anticipated.

- Collaboration scored the highest mean for both satisfaction with unit and in unit ranking.

- Unit Ranking remains unchanged in terms of the areas with highest ranking (Collaboration) and lowest ranking (Risk-Taking), however, risk-taking shows the biggest gain from 2014, up by 4.5% at Cornell & 17% at Columbia.

- Library Ranking remains high in Innovation at both institutions, but the biggest gains from the first survey were in Communication at Cornell with a 4% gain, and for Decision-Making at Columbia with a gain of over 18%.

Note: It's important to note that for both years, many more staff responses were recorded at Cornell (n=40 and 41) than at Columbia (n=19 and 14) and the Cornell responders were comprised of diverse staff rankings (academic, exempt and non-exempt), while Columbia responders were all Officers of Columbia, the equivalent of academic status (librarians) at Cornell. Given the dissimilarities in demographics, number of staff responders and environment, to attribute a great deal of significance to head-to-head peer comparisons is probably misplaced.

TOC: Detailed Responses (all questions)

2CUL TSI
in words

: What are the first three words that come to mind about 2CUL TSI?

Q1: First three words that come to mind about 2CUL TSI?
(Columbia & unknown affiliation)

Columbia Libraries		
Word 1	**Word 2**	**Word 3**
Collaboration	Exploration	More colleagues
collaboration	networking	adventure
collaborative	unwieldy	complicated
efficient	cooperative	challenge
effort	time	failure
inconclusive	difficult	
innovative	experiment	collaboration
Innovative	Fruitful (in part)	Unsuccessful (in part)
ongoing	vague	relevancy
promising	beneficial	underestimated
stalled	partial	relief
Trying	Instructive	Alchemy
useful	potential	positive
Unknown Affiliation		
Word 1	**Word 2**	**Word 3**
Acquisitions department	Korean materials	Slavic materials
dead	over-hyped	unions
Rob Davis	e-resources	ambitious

Q1: First three words that come to mind about 2CUL TSI? (Cornell)

Word 1	Word 2	Word 3
Alliance	support	comparing notes
ambitious	confounding	fuzzy
annoying	irrelevant	political
bold	creative	optimistic
bus		
challenging	nebulous	snactioned
change	great	forward
collaboration	sharing	
collaboration	sharing	learning
collaboration	slow	Jim Neal
collaborative	meetings	exchange
complex	diplomacy	doubtful
conference calls	integration (even though that's no longer the plan)	teams
Cool	Intelligent	Technology
cooperation	alliance	shared
Cornell	Columbia	bifurcated
disappointing	unfortunate	difficult
e-resources	intota	collaboration
Excellence	colaborative	education
Forced	Interesting	Time consuming

Word 1	Word 2	Word 3
frustrating	research	half-baked
gesture	ersatz	survey
Great	Collaboration	Evolution
how?	possible?	logistics?
Independence	Time-saving	Experience
innovative	dissolved	
innovative	new	change
interesting	fearful	collaboration
interesting	how	why
Interesting	Informative	collaborative
labor-intensive	bold	innovative
lengthy	inconclusive	cost-saving
long gestation	sharing	data
Overambitious	Friendly	Vague
Sharing	Learning	Differences
unnecessary	ill-timed	unfortunate
unwieldy	time-consuming	supporting
Vague	Uncertain	Unclear

Total words = 110

Q1 - Words by Sentiment (duplicates removed)

Positive Words	Neutral Words	Negative Words
adventure	Acquisitions department	annoying
Alliance	Alchemy	complicated
beneficial	ambitious	confounding
bold	bifurcated	dead
collaboration	bus	difficult
collaborative	challenging	disappointing
Cool	change	dissolved
cooperation	Columbia	doubtful
cost-saving	comparing notes	ersatz
creative	complex	failure
efficient	conference calls	fearful
Excellence	Cornell	Forced
forward	data	frustrating
Friendly	Differences	fuzzy
Fruitful (in part)	diplomacy	half-baked
Great	education	ill-timed
Informative	effort	inconclusive
Innovative	e-resources	irrelevant
Instructive	Evolution	labor-intensive
Intelligent	exchange	lengthy
Interesting	Experience	long gestation
learning	experiment	nebulous

* Partial list grouped by sentiment.

Q1 Words by sentiment (+,~,-)

Negative 28%
Positive 36%
Neutral 36%

Total number of words = 156 (including duplicates)
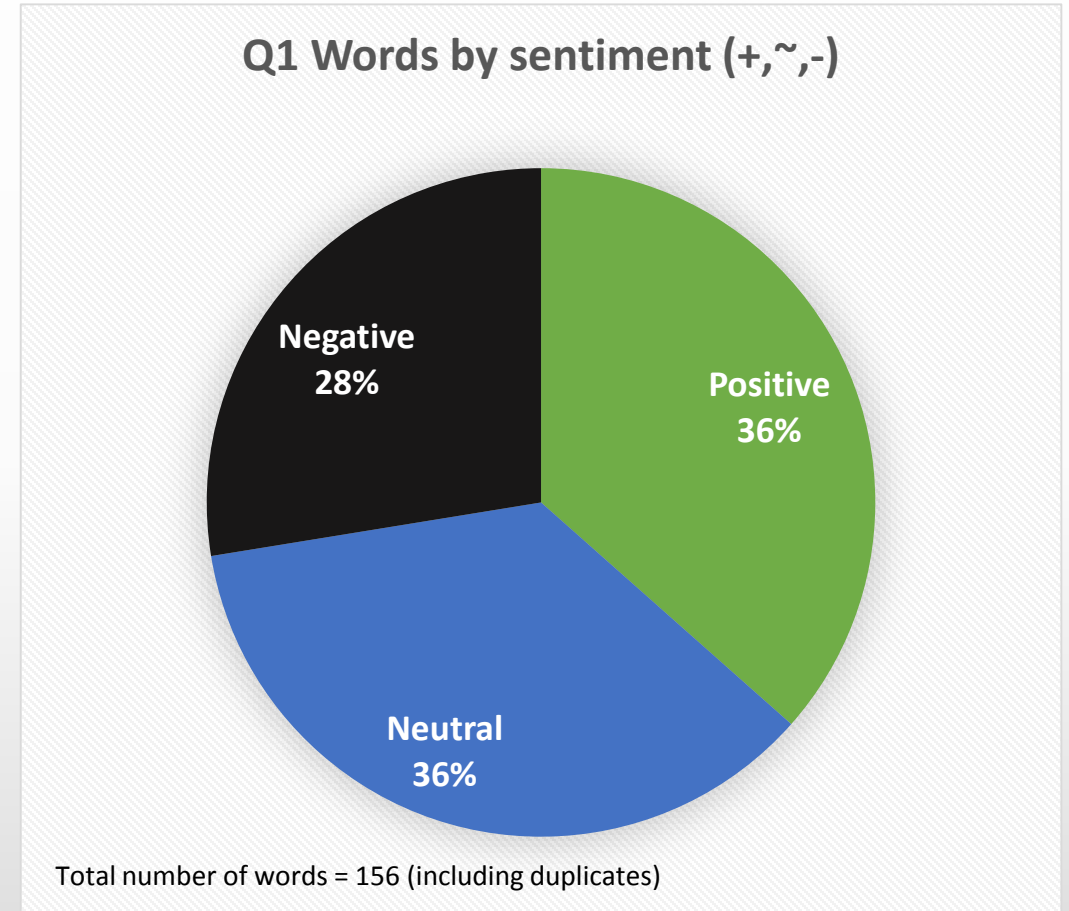
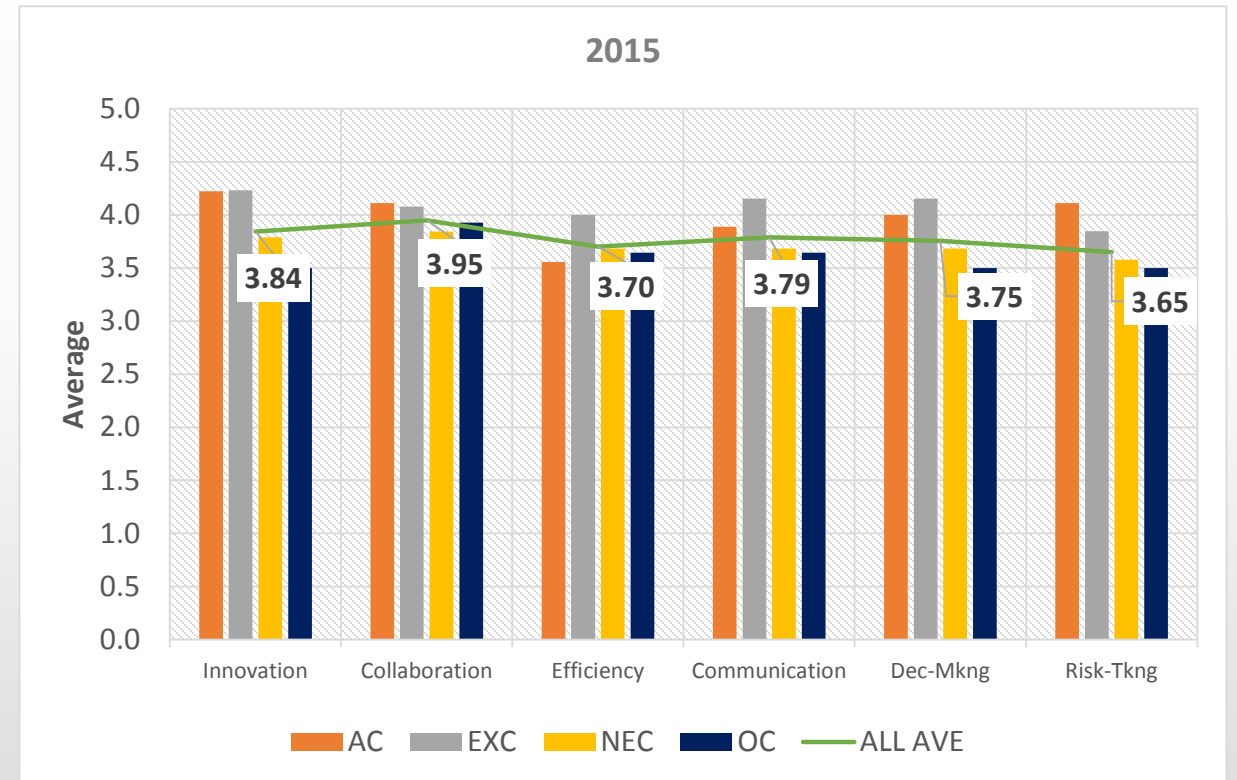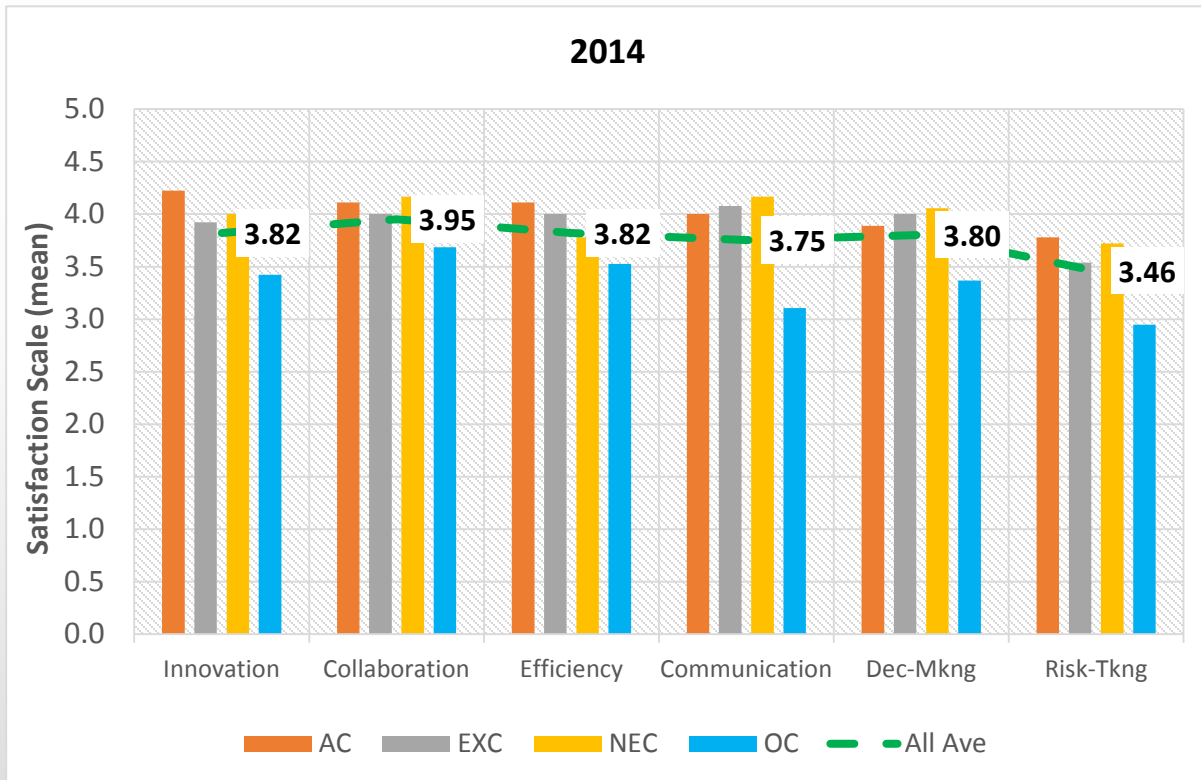Most frequent first-impression term (or derivative):

collaboration

Current Satisfaction with Unit

Question 2: On a scale from 1 (lowest) to 5 (highest), please indicate how satisfied you currently are with your unit (your unit within Technical Services, for example Acquisitions) on each of the areas below.

Current Satisfaction with their unit main points

- Current satisfaction is almost unchanged (in means) from first survey to second one.

- Collaboration remains as the top satisfaction.

- Risk-taking remains as the lowest, however, risk-taking made the most significant gains in mean change.

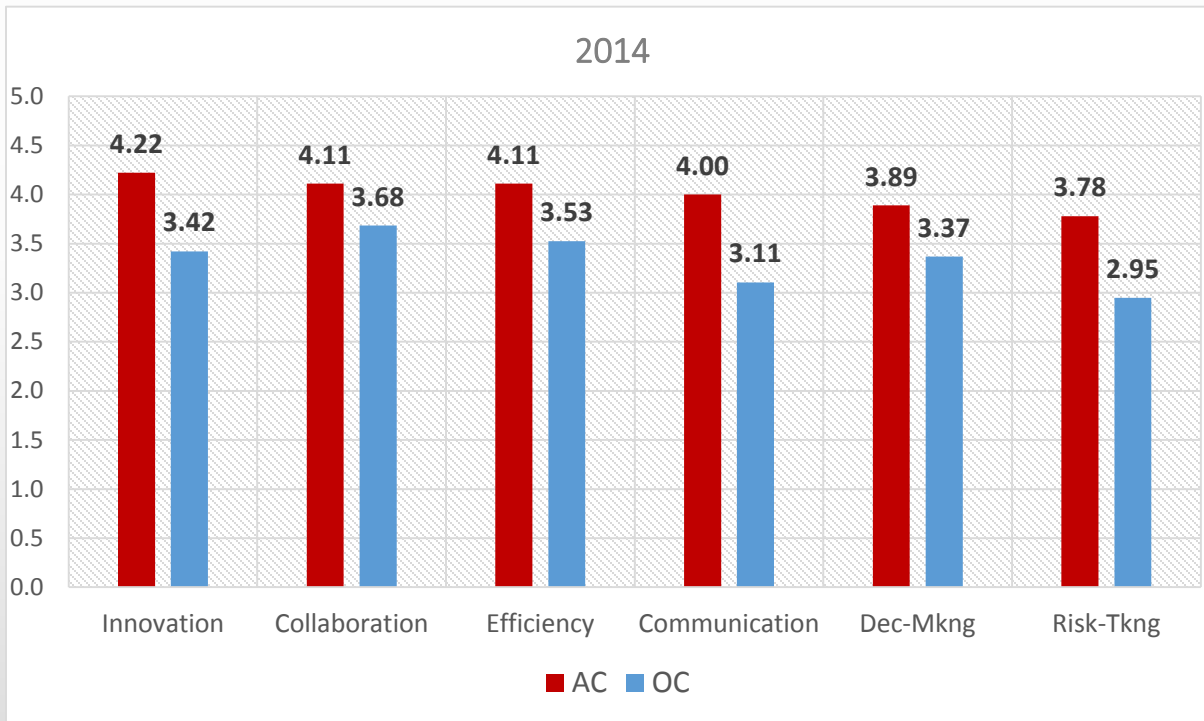# Q2: Current satisfaction with your unit – all groups

2014

Satisfaction Scale (mean)

	Innovation	Collaboration	Efficiency	Communication	Dec-Mkng	Risk-Tkng
All Ave	3.82	3.95	3.82	3.75	3.80	3.46

Legend: AC, EXC, NEC, OC, All Ave

2015

Average

	Innovation	Collaboration	Efficiency	Communication	Dec-Mkng	Risk-Tkng
ALL AVE	3.84	3.95	3.70	3.79	3.75	3.65

Legend: AC, EXC, NEC, OC, ALL AVE

Satisfaction Scale:
5 – high ; 1 – low

AC= Academics, Cornell   NEC = Non-Exempt, Cornell
EXC = Exempt, Cornell   OC = Officers of the Columbia Libraries

Q2: Current satisfaction with your unit
Cornell Academics (AC) & Columbia Officers (OC)

2014

	Innovation	Collaboration	Efficiency	Communication	Dec-Mkng	Risk-Tkng
AC	4.22	4.11	4.11	4.00	3.89	3.78
OC	3.42	3.68	3.53	3.11	3.37	2.95

2015

	Innovation	Collaboration	Efficiency	Communication	Dec-Mkng	Risk-Tkng
AC	4.22	4.11	3.56	3.89	4.00	4.11
OC	3.50	3.93	3.64	3.64	3.50	3.50
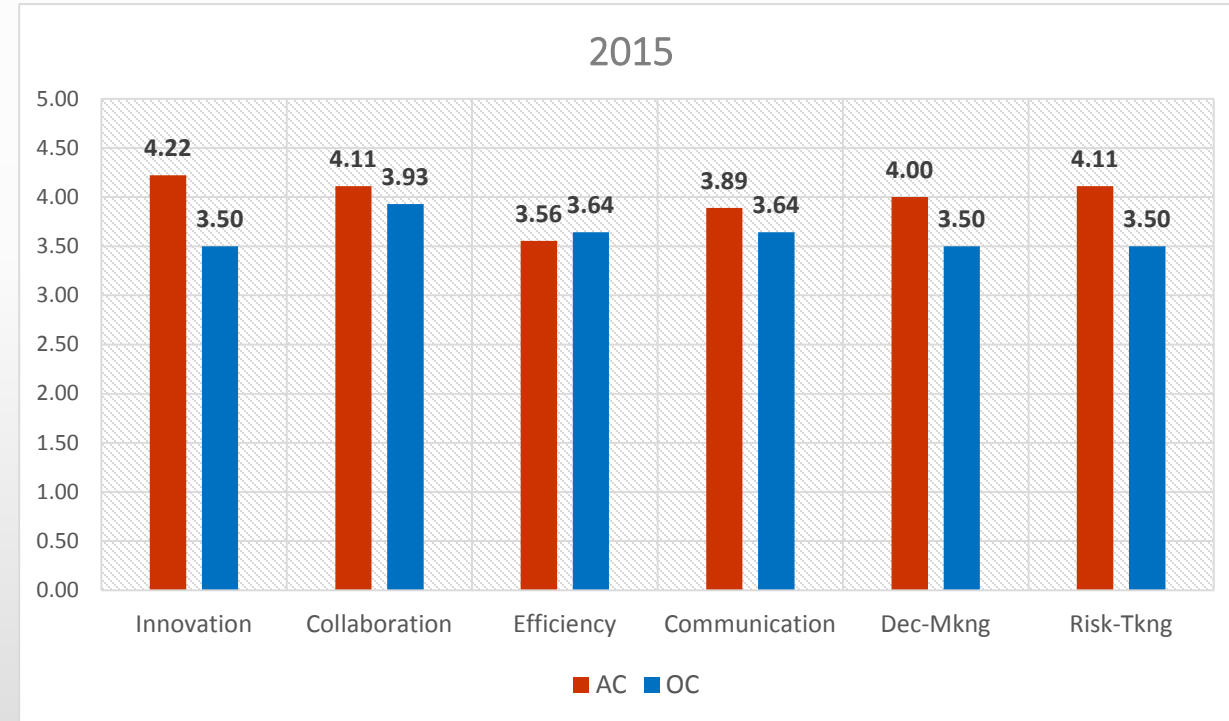
Satisfaction Scale:
5 – high ; 1 – low

Q2: Current satisfaction with your unit – Cornell Academics, Exempt & Non-Exempt Staff

2015

	INNOVATION	COLLABORATION	EFFICIENCY	COMMUNICATION	DEC-MKNG	RISK-TKNG
Academic	4.22	4.11	3.56	3.89	4.00	4.11
Exempt	4.23	4.08	4.00	4.15	4.15	3.85
Non-Exempt	3.79	3.84	3.68	3.68	3.68	3.58

■ Academic ■ Exempt ■ Non-Exempt
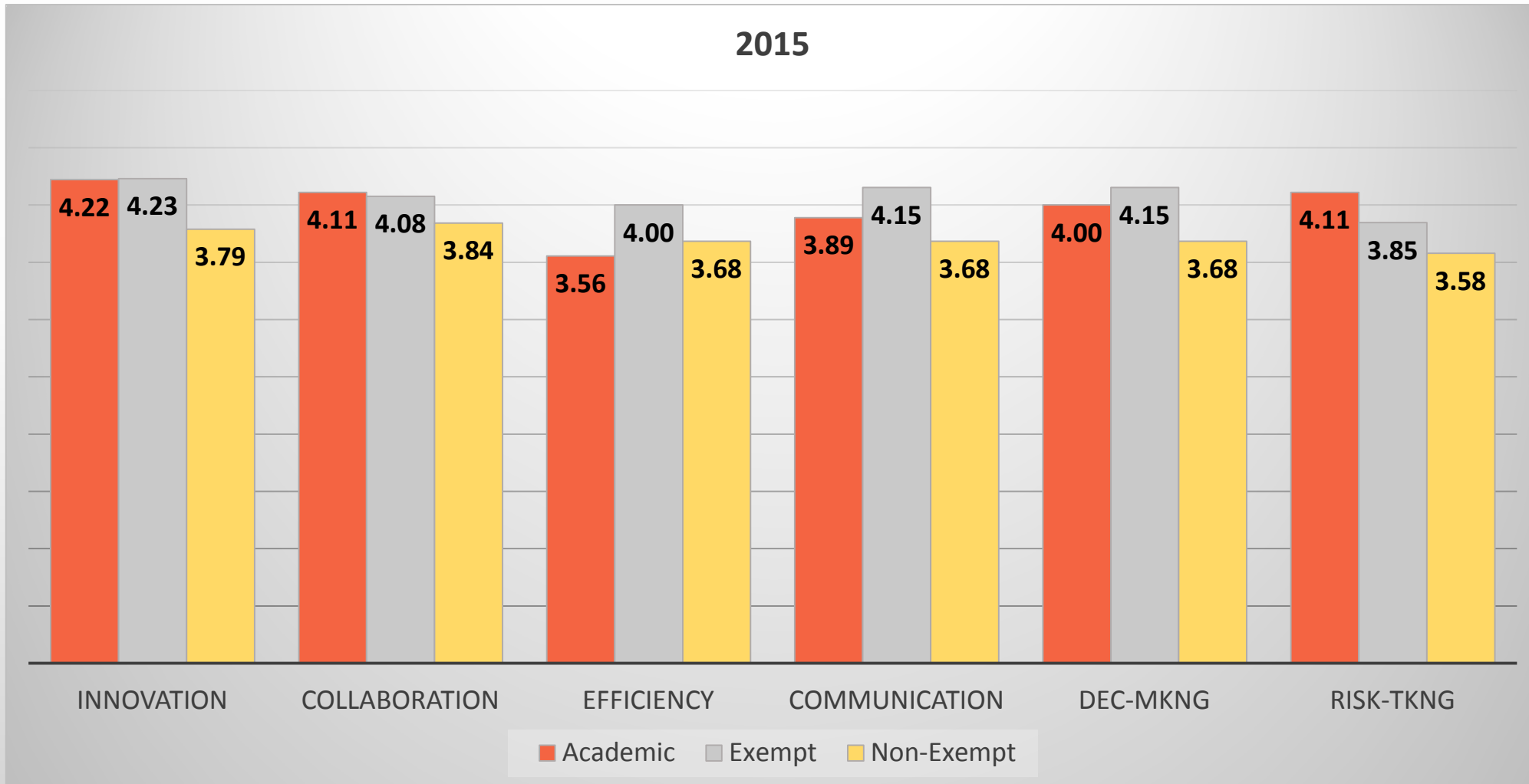
Satisfaction Scale:

5 – high
1 – low

Projected & Current Satisfaction with Unit

Question 2: On a scale from 1 (lowest) to 5 (highest), please indicate how satisfied you currently are with your unit (your unit within Technical Services, for example Acquisitions) on each of the areas below.

NOTE: In the first survey we asked both about current and projected satisfaction. This section compares the projected satisfaction expressed in the first survey (2014) with the current satisfaction of the second survey (2015)

Projected & Current Satisfaction with their unit main points

- Current satisfaction is greater in all areas than anticipated (projected) in 2014.

- Collaboration has the highest mean in current satisfaction.

- Biggest jump (in means) is for decision-making and lowest is for innovation.

Q2: Comparison Projected Satisfaction (2014) with Current Satisfaction (2015) – all groups

Projected ('14) ■ **Current ('15)** ■

	Projected ('14)	Current ('15)
Innovation	3.57	3.84
Collaboration	3.56	3.95
Efficiency	3.07	3.70
Communication	3.05	3.79
Dec Mkng	2.93	3.75
Risk Taking	3.16	3.65
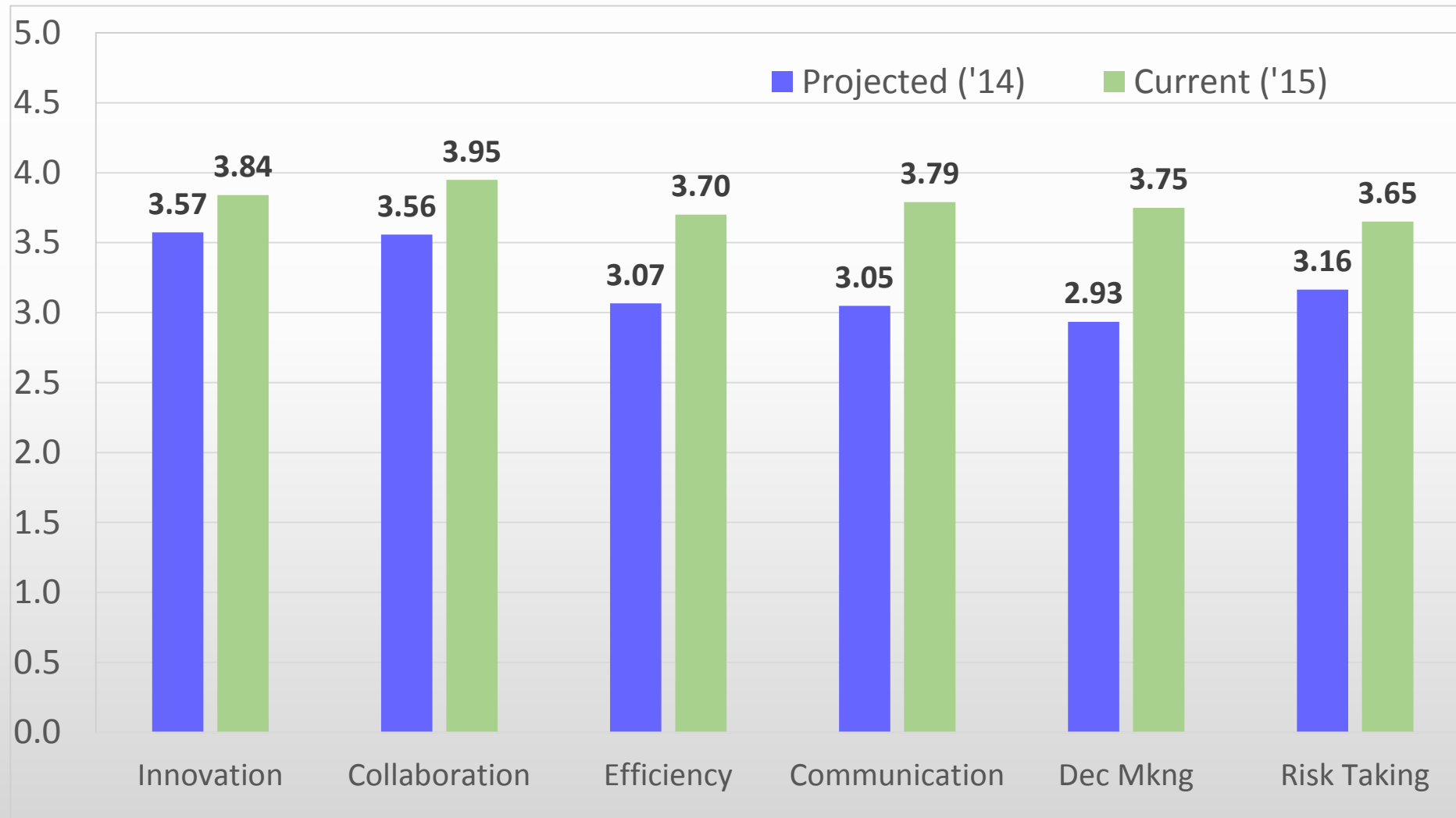
Satisfaction Scale:

5 – high
1 – low

Q2: projected ('14) and current ('15) satisfaction in INNOVATION
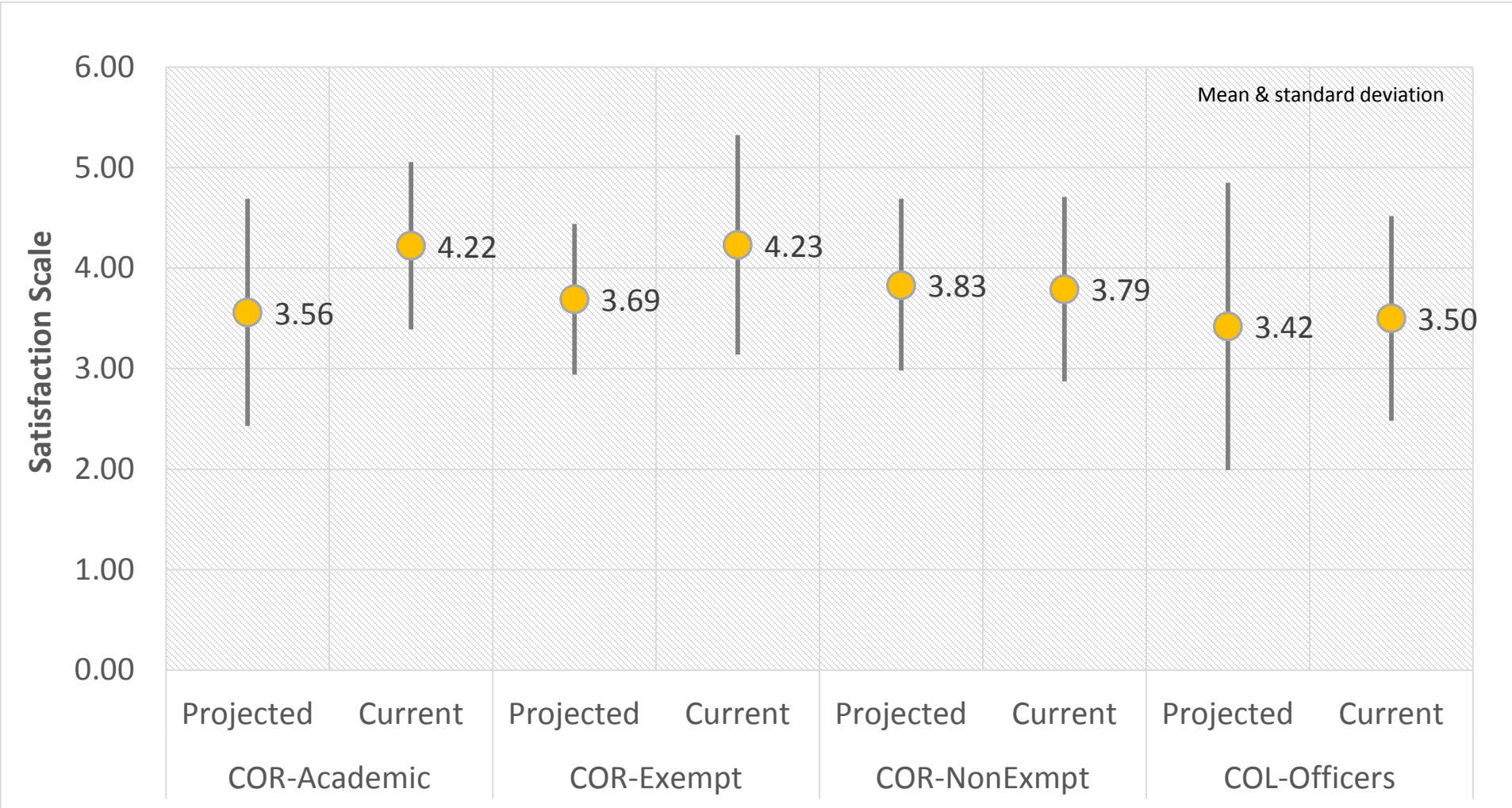
Q2: projected ('14) and current ('15) satisfaction in COLLABORATION
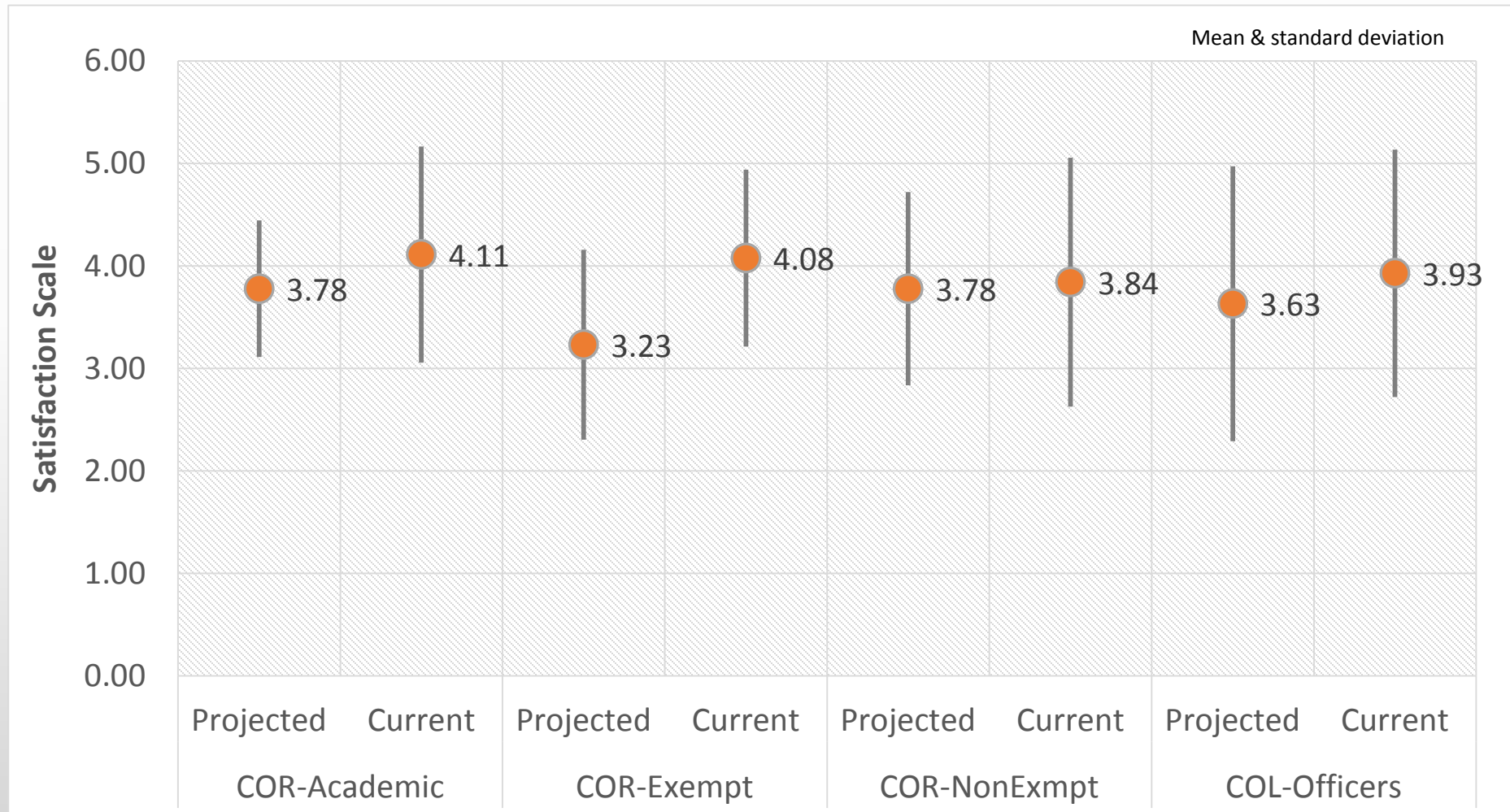
Q2: projected ('14) and current ('15) satisfaction in EFFICIENCY
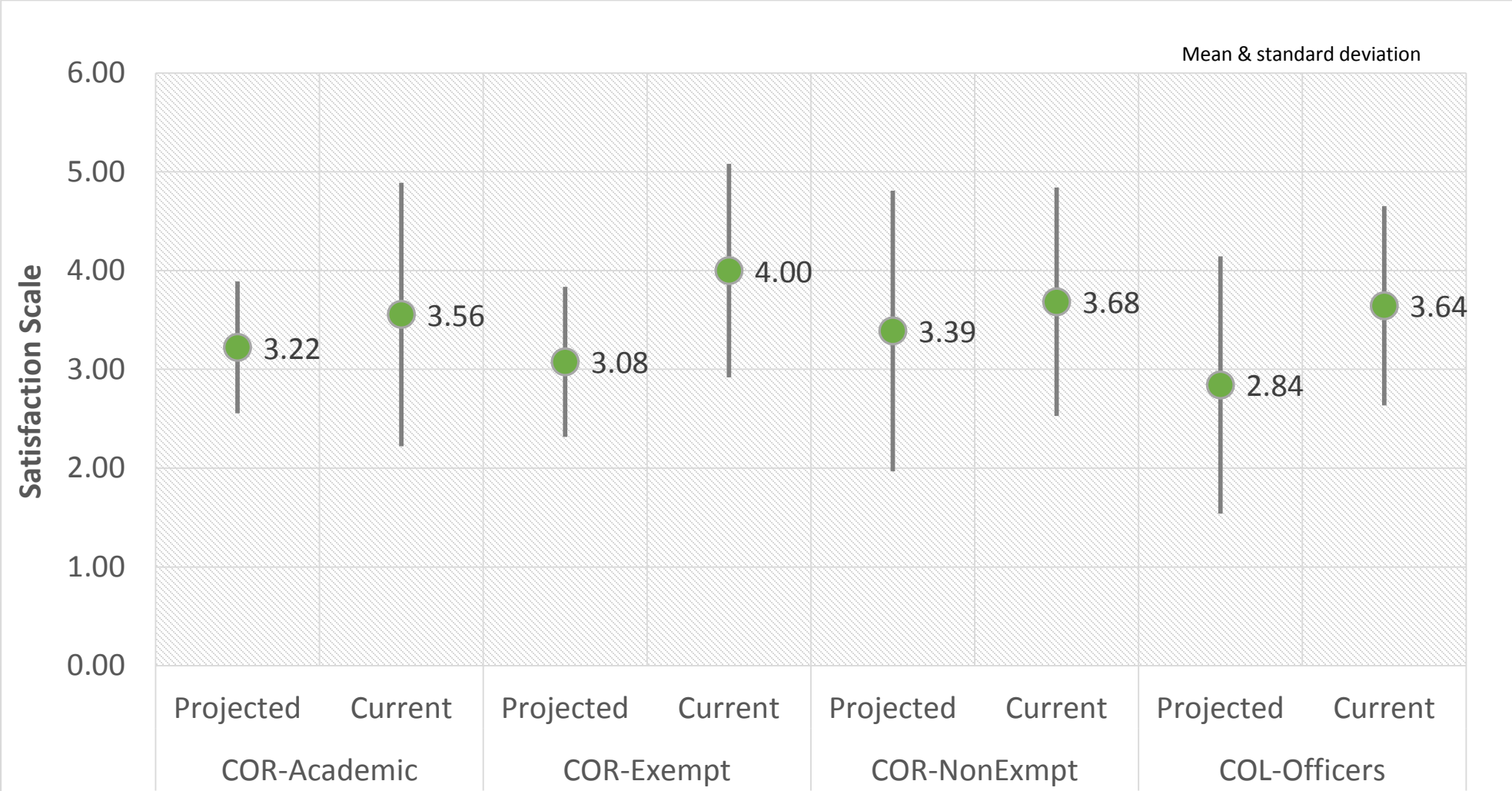
Q2: projected ('14) and current ('15) satisfaction in COMMUNICATION
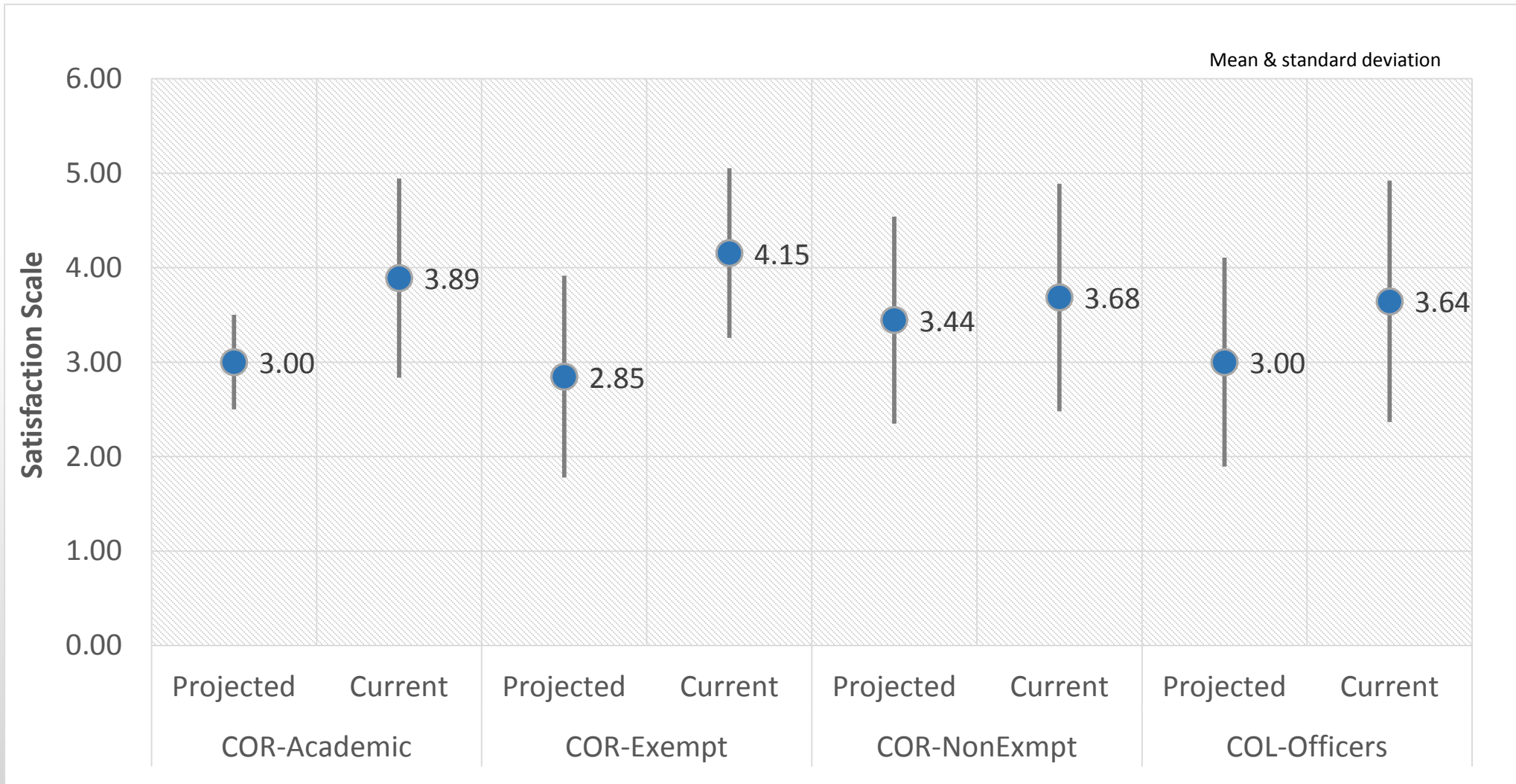
Q2: projected ('14) and current ('15) satisfaction in DECISION-MAKING
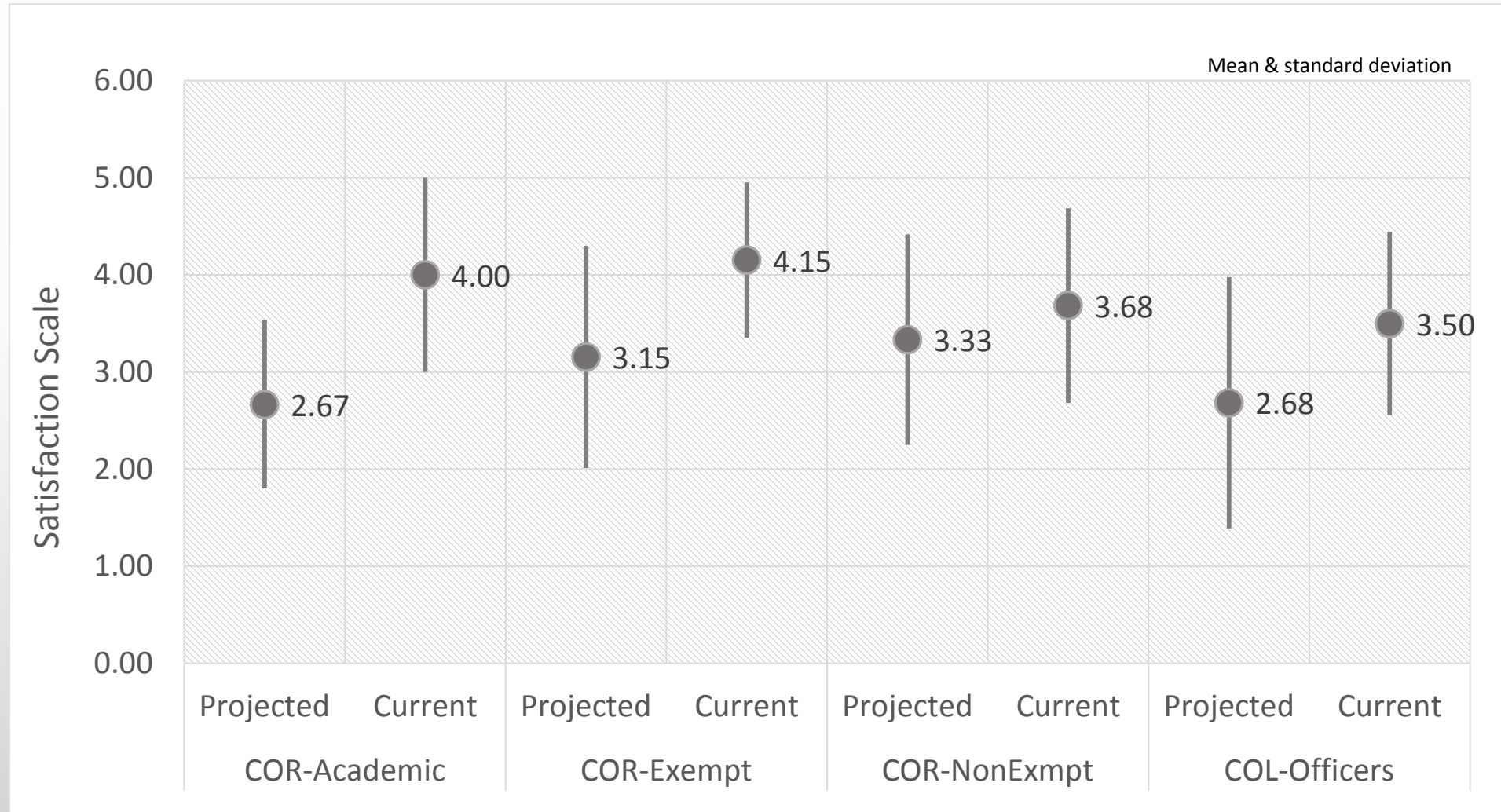
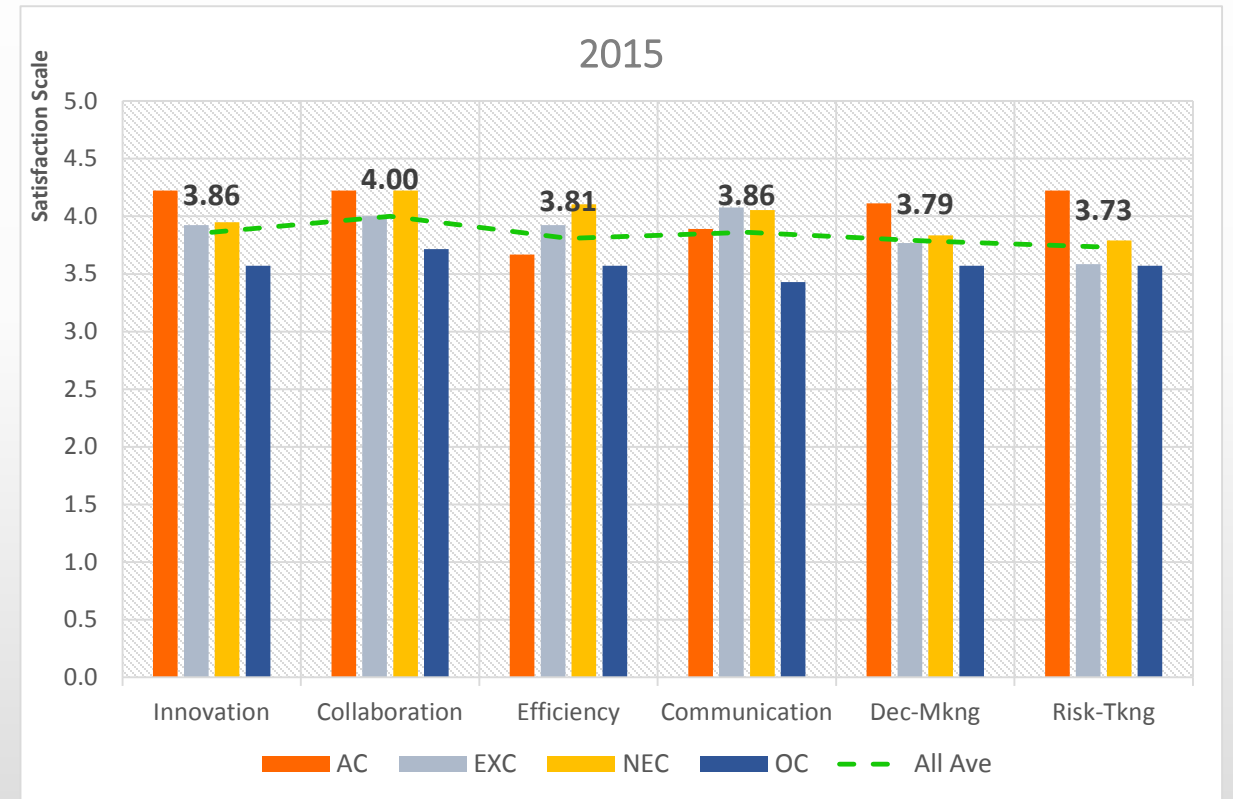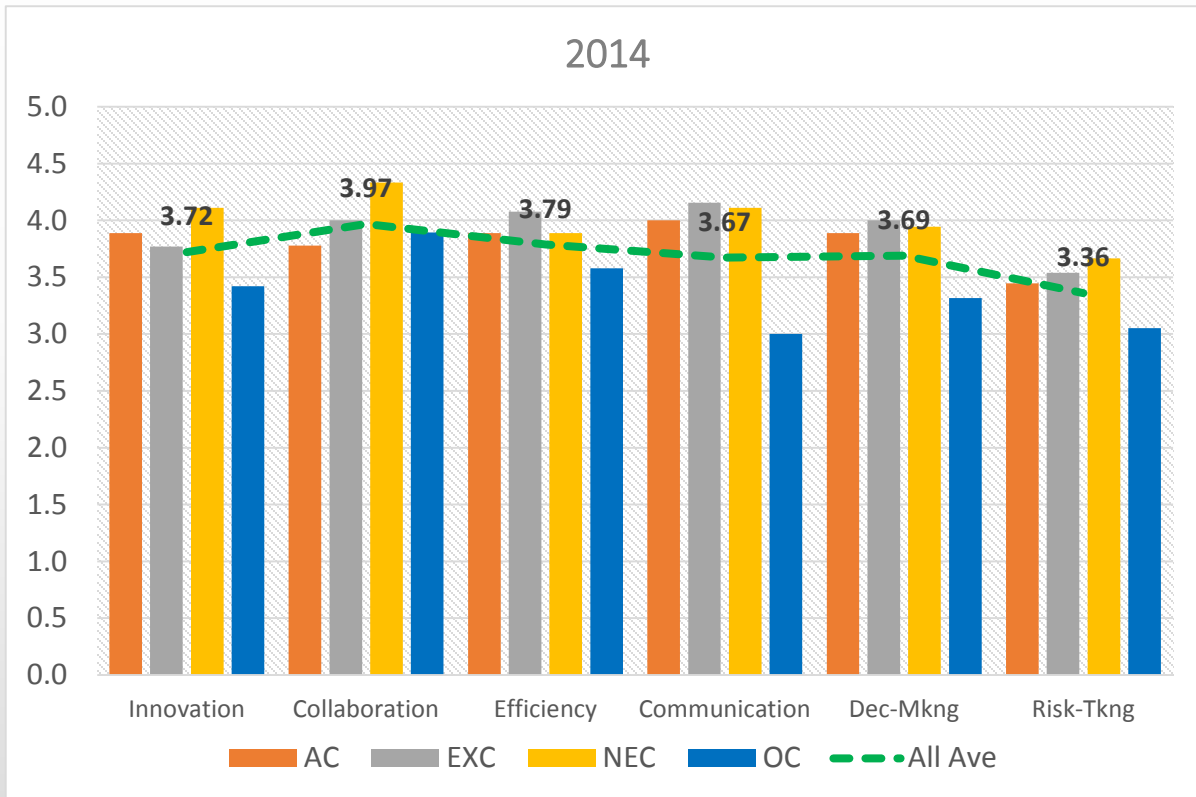Q2: projected ('14) and current ('15) satisfaction in RISK-TAKING
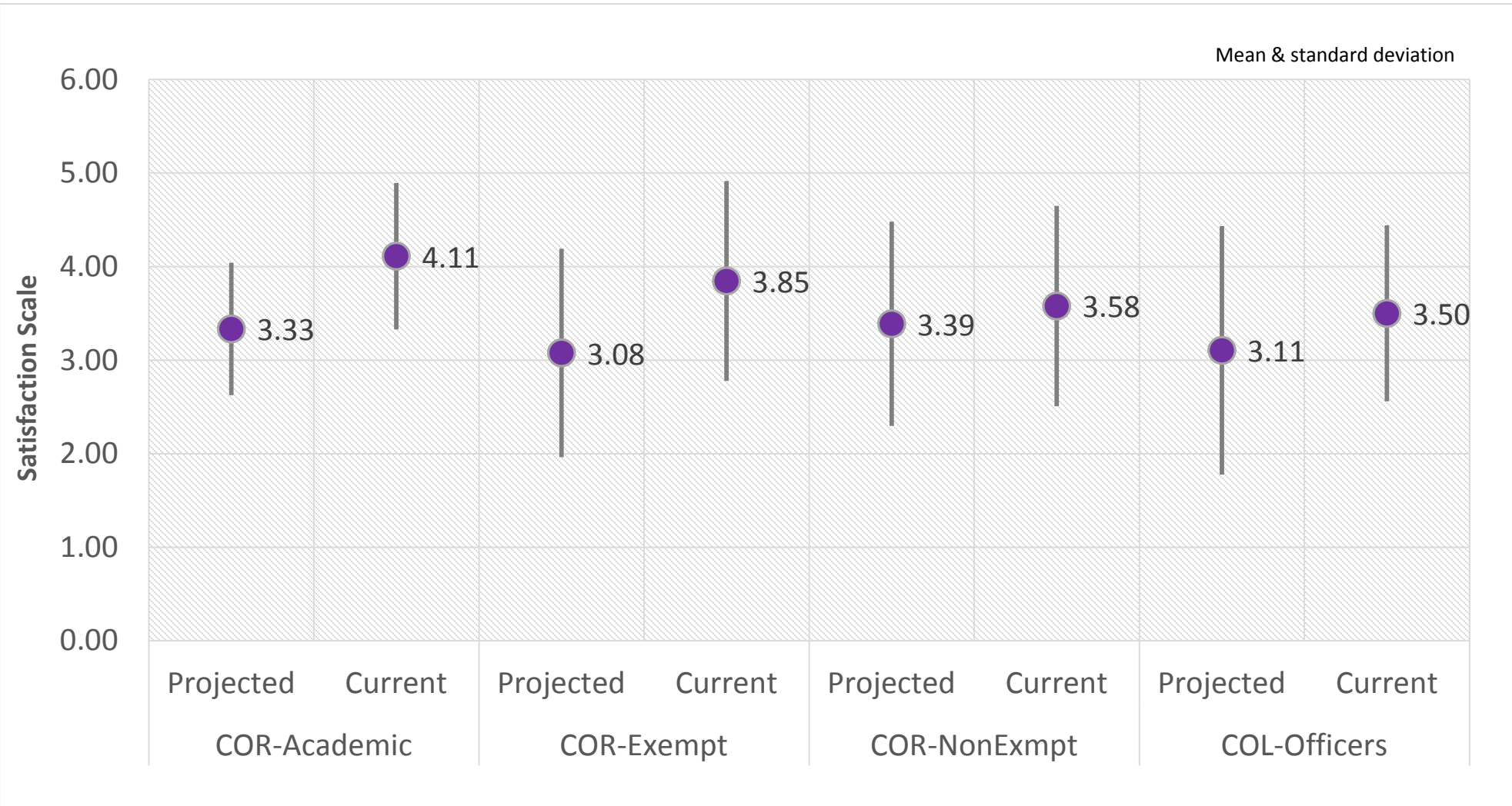
Unit Ranking

Question 3: On a scale from 1 to 5, please indicate how **your unit currently ranks** on each area, and how you think the library as a whole, ranks in those same areas.

NOTE: This question is for both the unit and the library rank; we separated the slides showing unit rank first, then library ranking.

Unit Ranking
main points

- Staff ranked their units higher in all areas in the second survey.

- Collaboration remains at the top in how staff ranked their unit.

- The highest gains were for risk-taking.
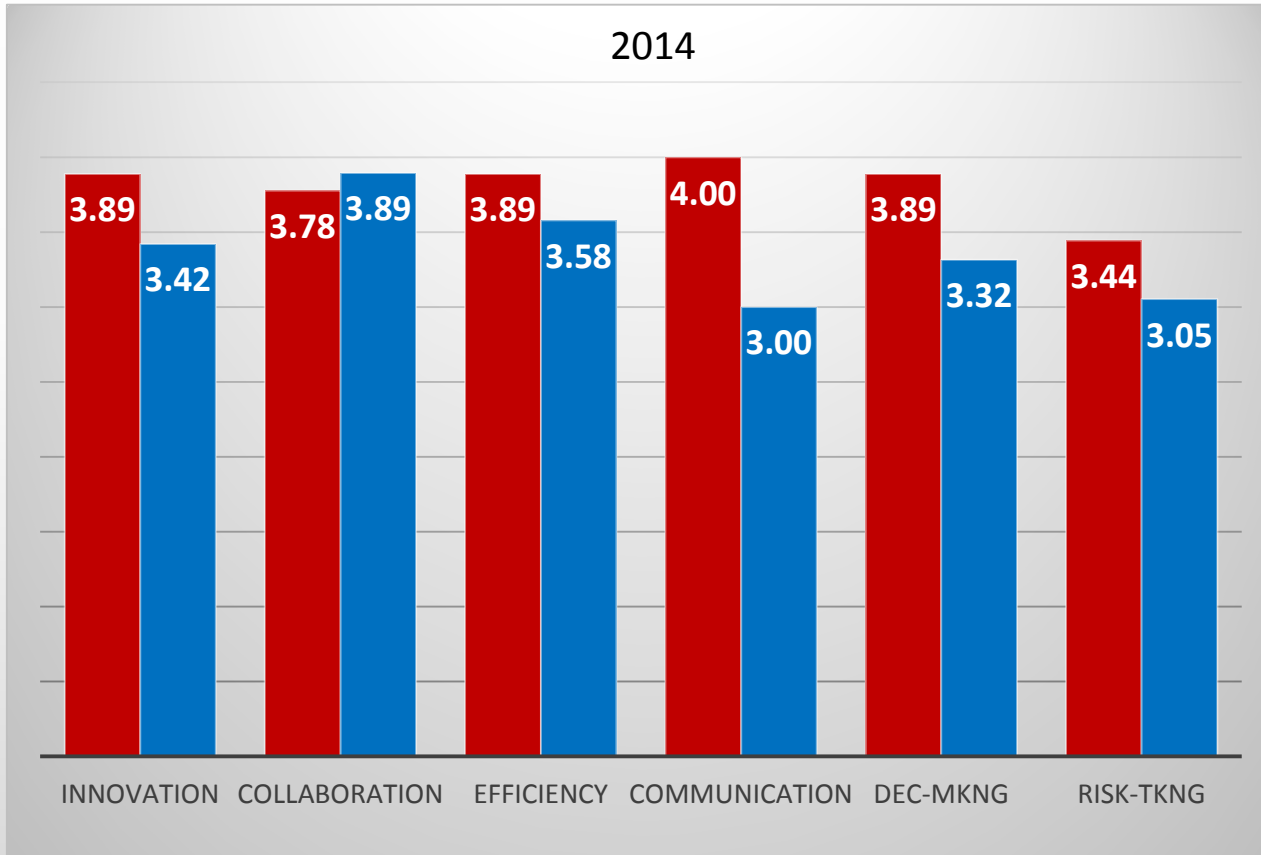
Q3: Unit's Rank - all groups

2014

Innovation: 3.72
Collaboration: 3.97
Efficiency: 3.79
Communication: 3.67
Dec-Mkng: 3.69
Risk-Tkng: 3.36

Legend: AC, EXC, NEC, OC, All Ave

2015

Satisfaction Scale

Innovation: 3.86
Collaboration: 4.00
Efficiency: 3.81
Communication: 3.86
Dec-Mkng: 3.79
Risk-Tkng: 3.73

Legend: AC, EXC, NEC, OC, All Ave

Rank Scale:
5 – high ; 1 – low

AC= Academics, Cornell
EXC = Exempt, Cornell
NEC = Non-Exempt, Cornell
OC = Officers of the Columbia Libraries

Q3: Unit's Rank
Cornell Academics (AC) & Columbia Officers (OC)

2014

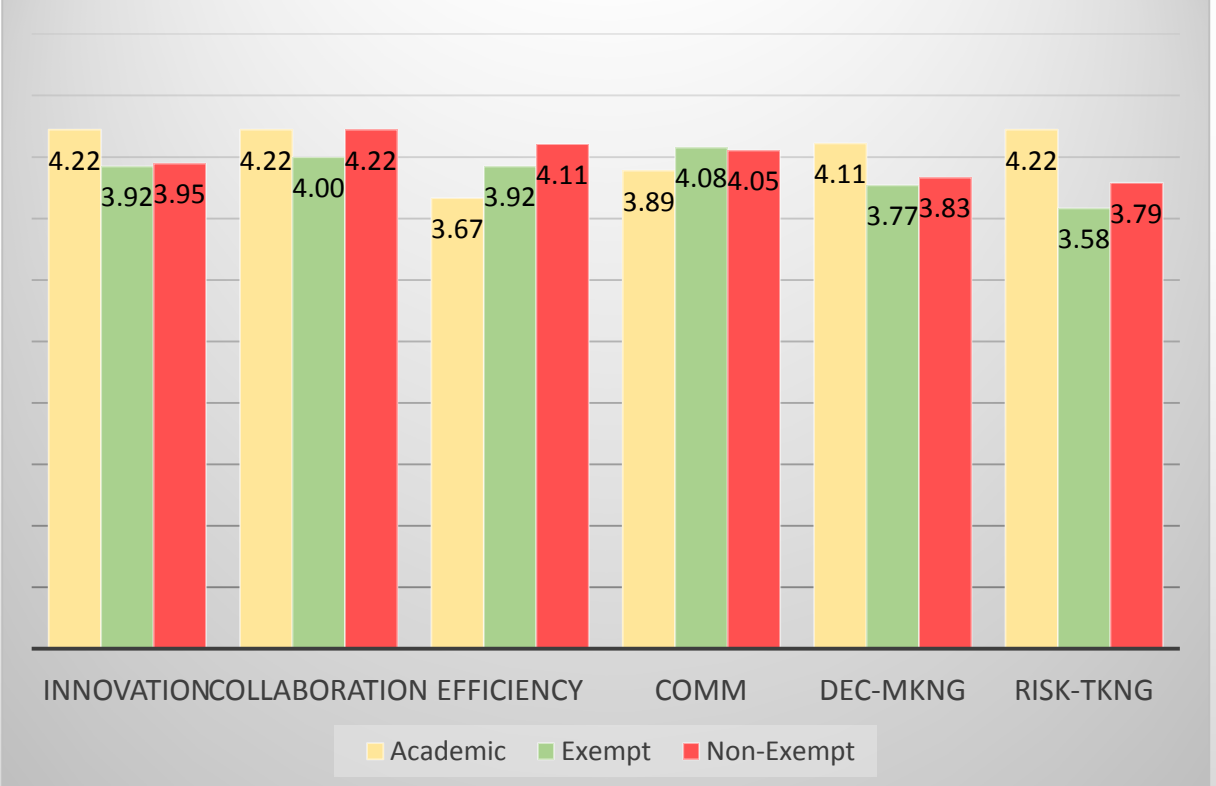|	Cornell AC	Columbia OC
INNOVATION	3.89	3.42
COLLABORATION	3.78	3.89
EFFICIENCY	3.89	3.58
COMMUNICATION	4.00	3.00
DEC-MKNG	3.89	3.32
RISK-TKNG	3.44	3.05

2015

	Cornell AC	Columbia OC
INNOVATION	4.22	3.57
COLLABORATION	4.22	3.71
EFFICIENCY	3.67	3.57
COMM	3.89	3.43
DEC MAKING	4.11	3.57
RISK TAKING	4.22	3.57
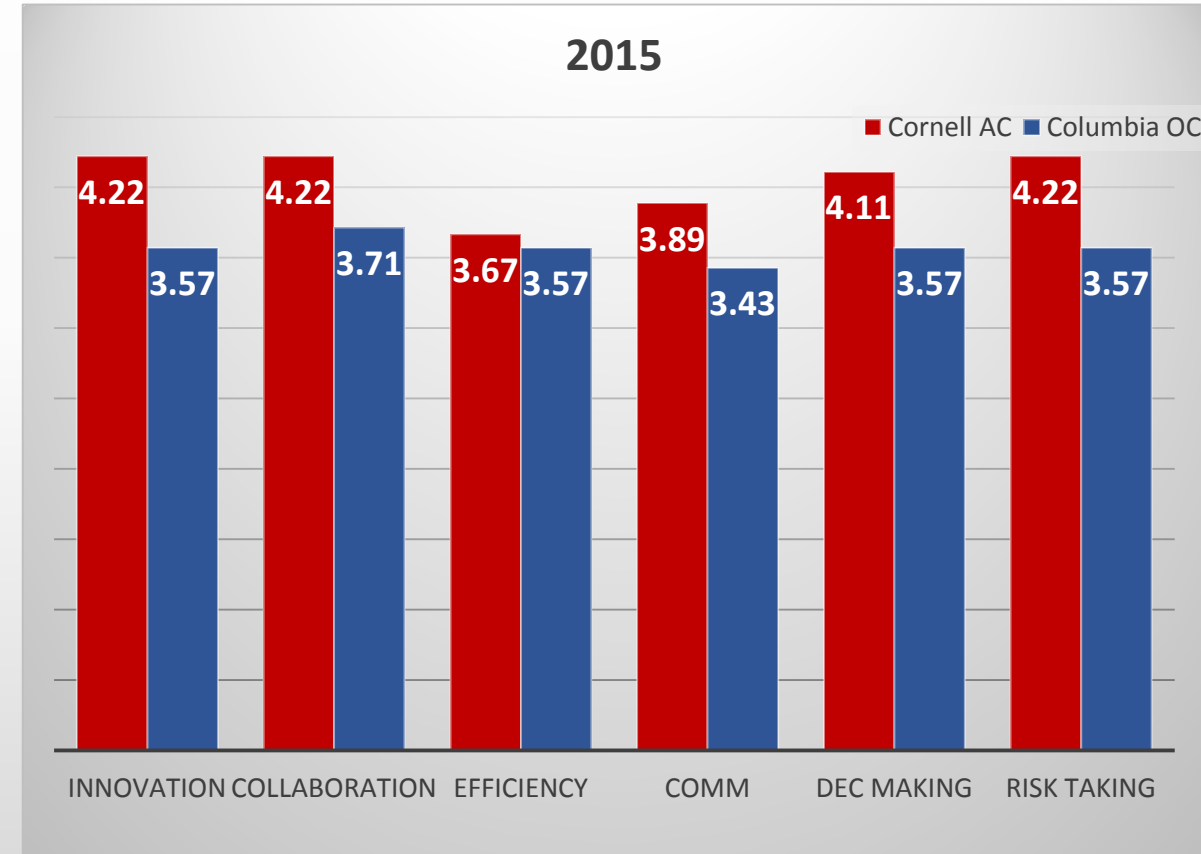
Rank Scale: 5 – high ; 1 – low

Q3: Unit's Rank
Cornell Academics, Exempt & Non-Exempt staff
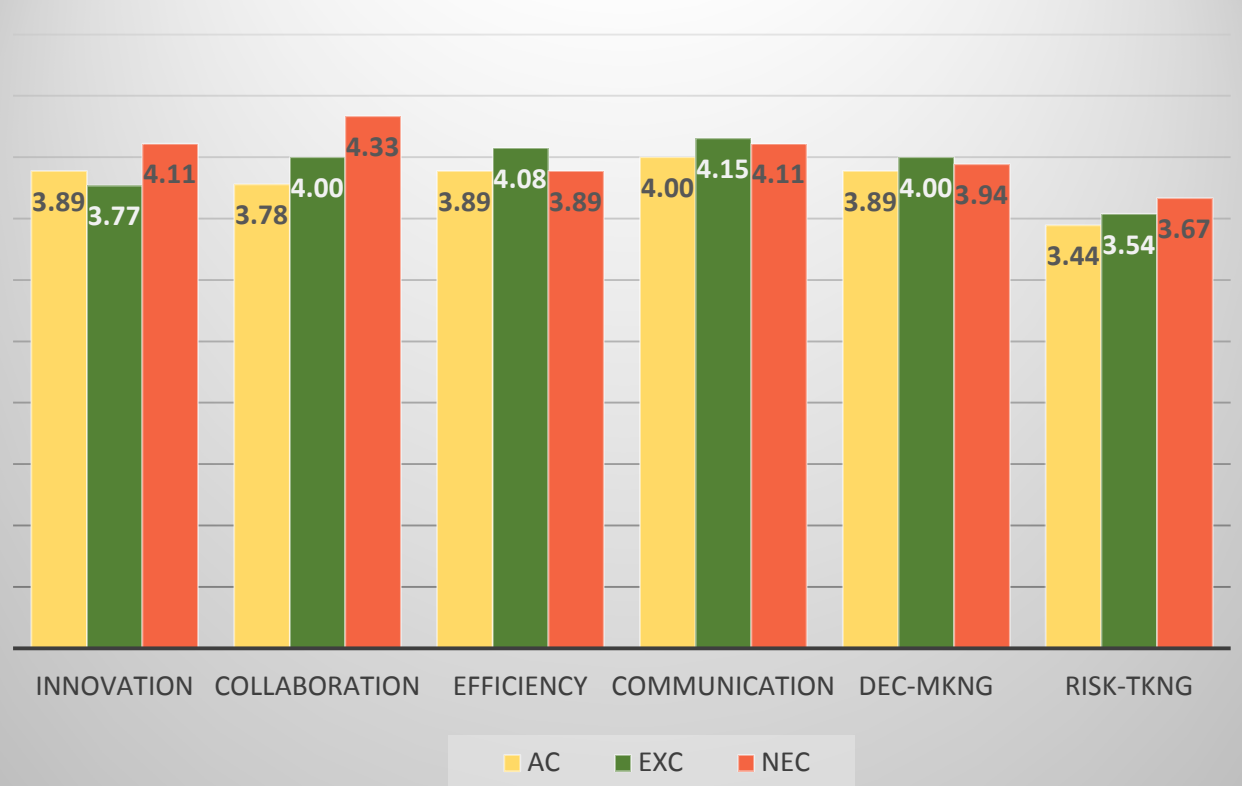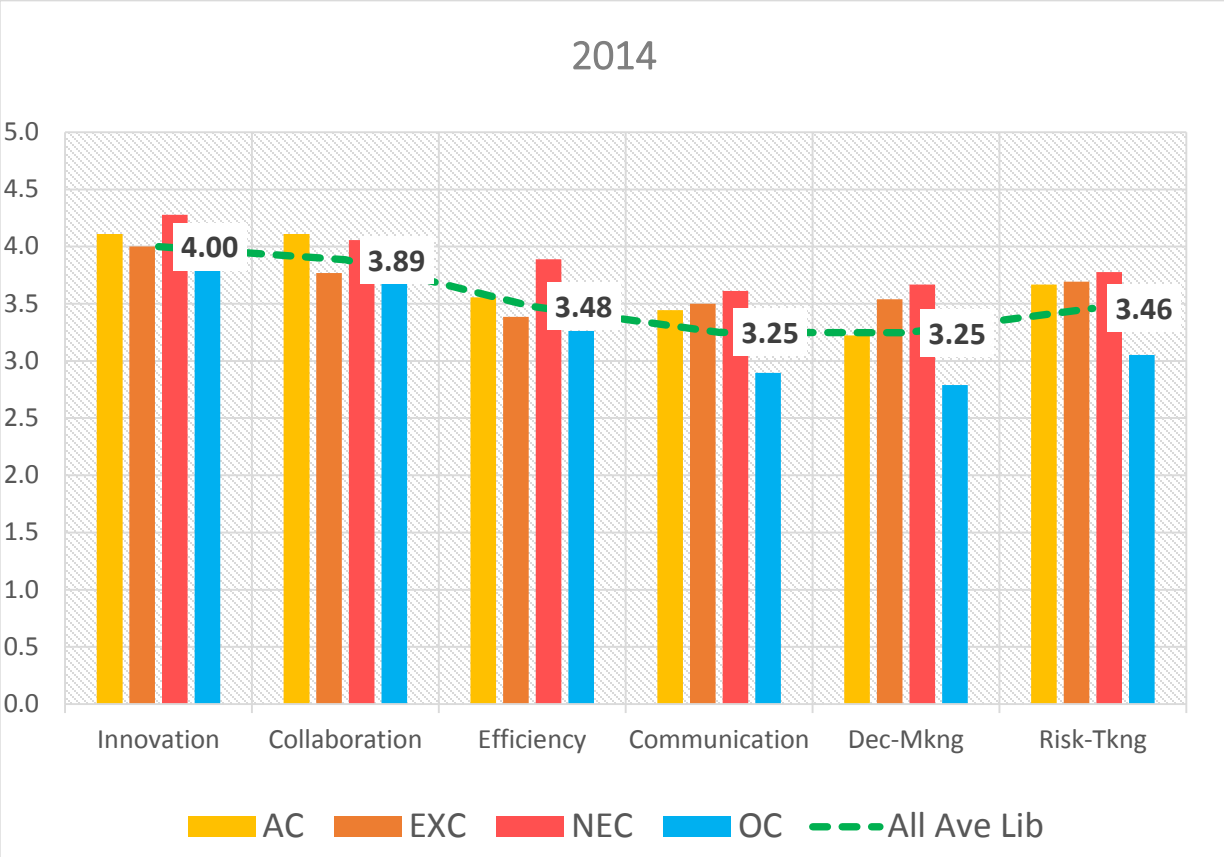

Rank Scale: 5 – high ; 1 – low

Library Ranking

Question 3: On a scale from 1 to 5, please indicate how your unit currently ranks on each area, and how you think **the library as a whole, ranks** in those same areas.

Library Ranking
main points

- Library ranking changed only slightly from the first survey.
- Library was ranked highest in innovation as in the first survey.
- Library was ranked lowest for efficiency.

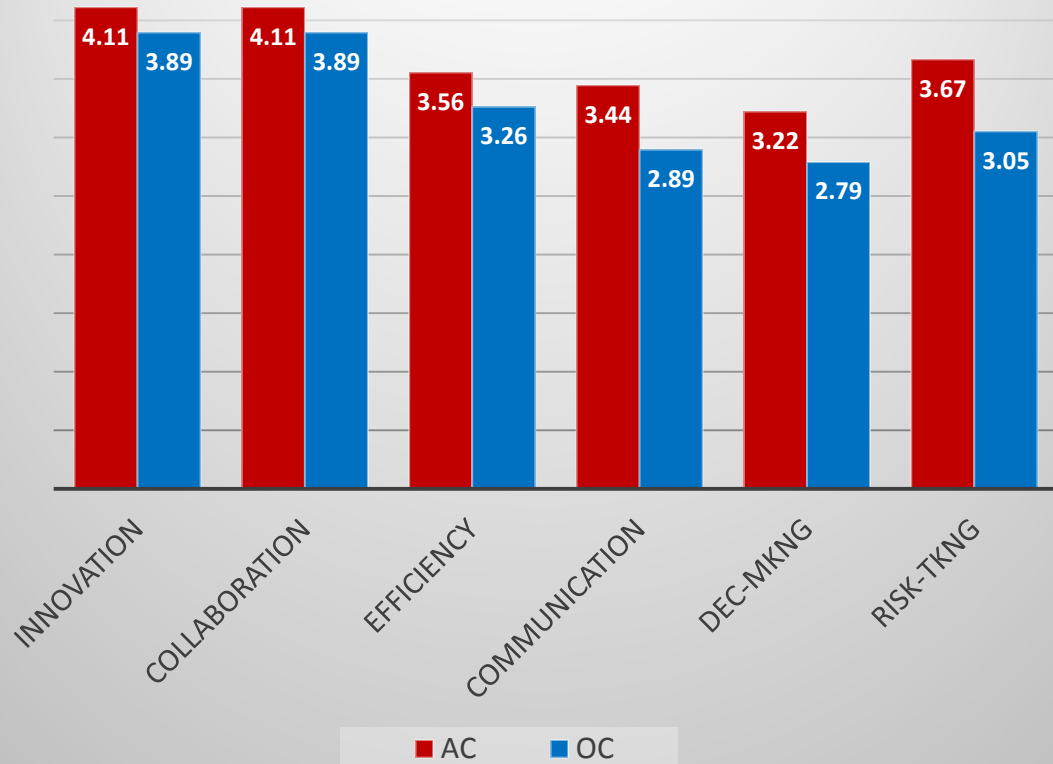# Q3: Library's Rank - all groups
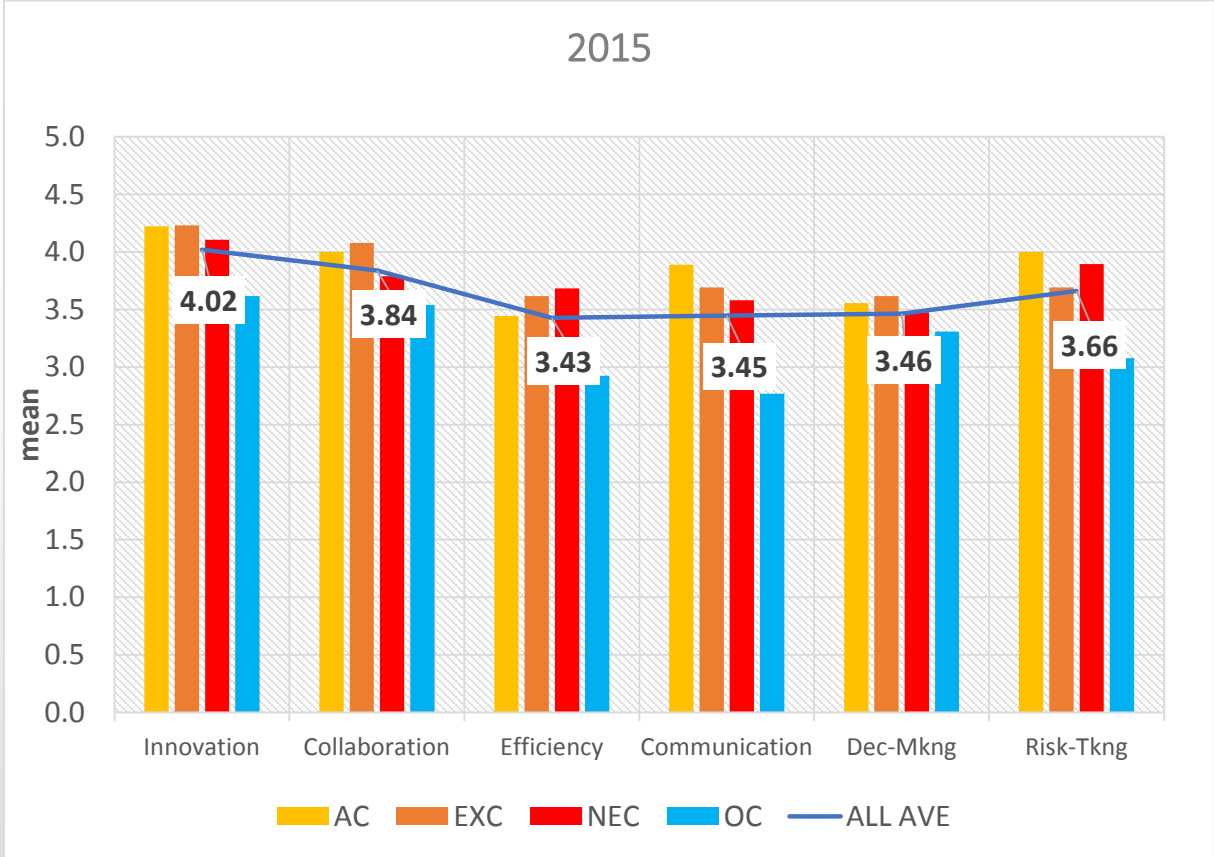
2014

	Innovation	Collaboration	Efficiency	Communication	Dec-Mkng	Risk-Tkng
All Ave Lib	4.00	3.89	3.48	3.25	3.25	3.46

2015

	Innovation	Collaboration	Efficiency	Communication	Dec-Mkng	Risk-Tkng
ALL AVE	4.02	3.84	3.43	3.45	3.46	3.66

Legend: AC, EXC, NEC, OC, All Ave Lib

Rank Scale: 5 – high ; 1 – low

AC= Academics, Cornell   NEC = Non-Exempt, Cornell
EXC = Exempt, Cornell   OC = Officers of the Columbia Libraries

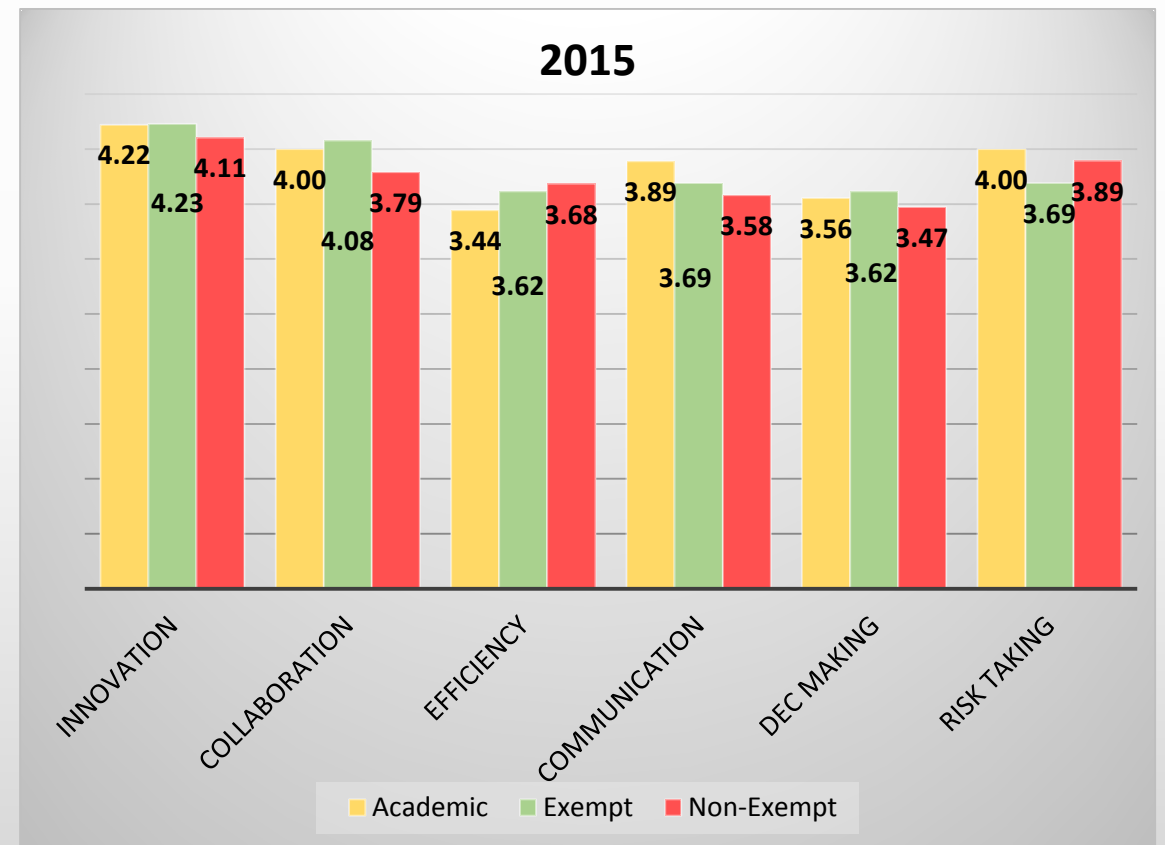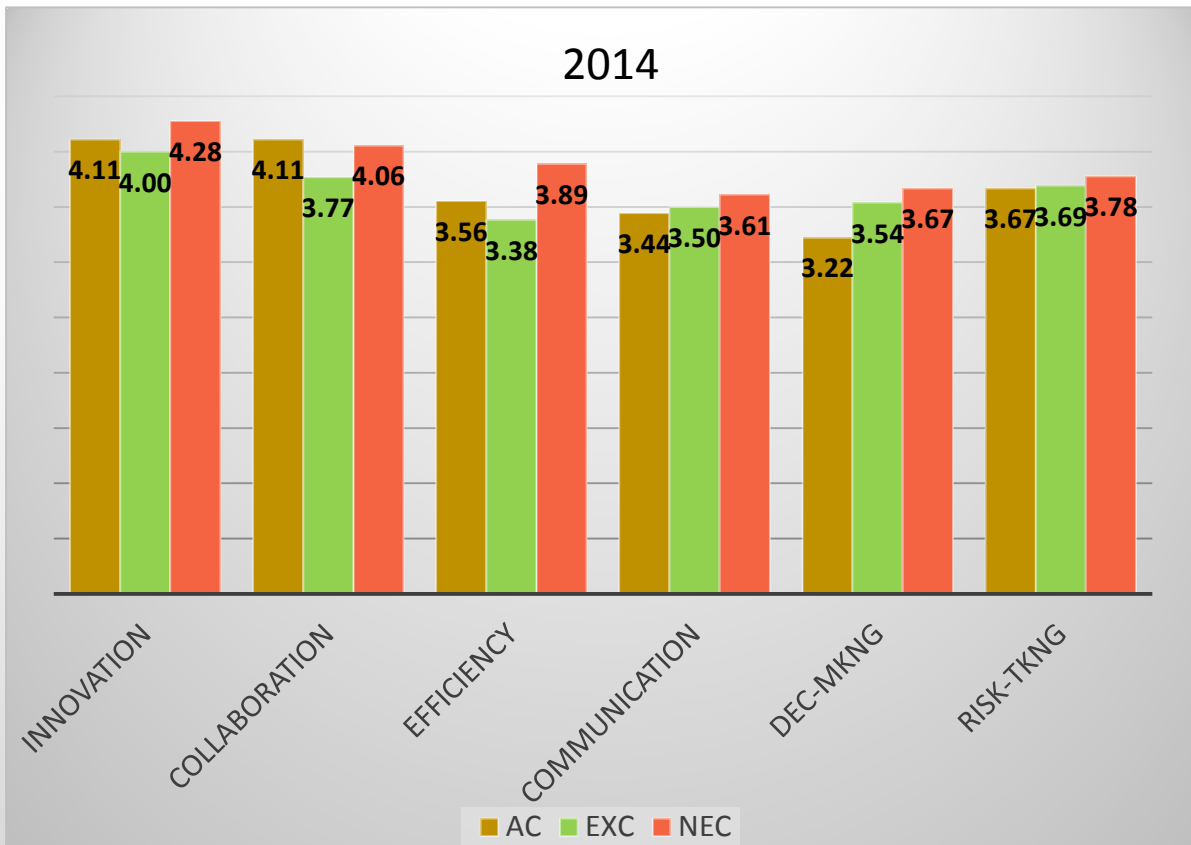# Q3: Library's Rank Cornell Academics (AC) & Columbia Officers (OC)

2014

Category	AC	OC
INNOVATION	4.11	3.89
COLLABORATION	4.11	3.89
EFFICIENCY	3.56	3.26
COMMUNICATION	3.44	2.89
DEC-MKNG	3.22	2.79
RISK-TKNG	3.67	3.05

2015

Category	Cornell Acad.	Columbia Off.
INNOVATION	4.22	3.62
COLLABORATION	4.00	3.54
EFFICIENCY	3.44	2.92
COMMUNICATION	3.89	2.77
DEC MAKING	3.56	3.31
RISK TAKING	4.00	3.08
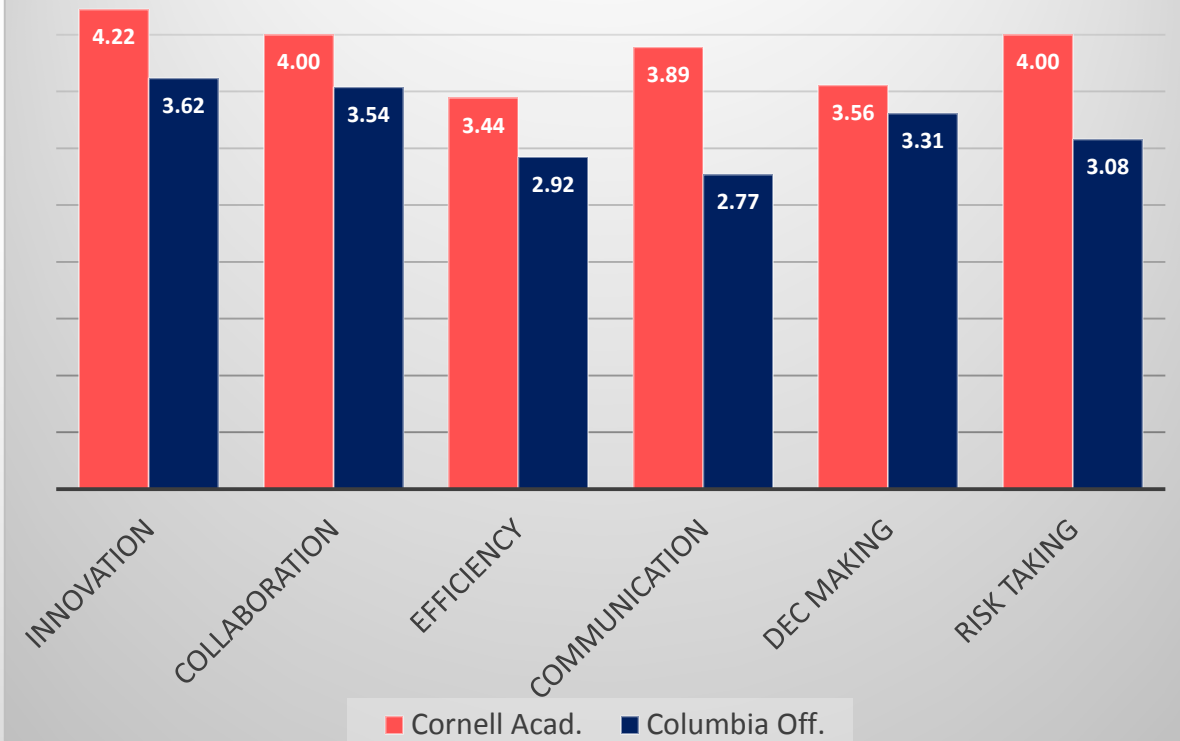
Rank Scale: 5 – high ; 1 – low

Q3: Library's Rank
Cornell Academics, Exempt & Non-Exempt staff

2014

	INNOVATION	COLLABORATION	EFFICIENCY	COMMUNICATION	DEC-MKNG	RISK-TKNG
AC	4.11	4.11	3.56	3.44	3.22	3.67
EXC	4.00	3.77	3.38	3.50	3.54	3.69
NEC	4.28	4.06	3.89	3.61	3.67	3.78

2015

	INNOVATION	COLLABORATION	EFFICIENCY	COMMUNICATION	DEC MAKING	RISK TAKING
Academic	4.22	4.00	3.44	3.89	3.56	4.00
Exempt	4.23	4.08	3.62	3.69	3.62	3.69
Non-Exempt	4.11	3.79	3.68	3.58	3.47	3.89

Rank Scale: 5 – high ; 1 – low

Unit & Library Ranking by Area

Question 3: On a scale from 1 to 5, please indicate how your **unit currently ranks** on each area, and how you think **the library as a whole, ranks** in those same areas.

Unit & Library Ranking
main points

- Staff ranked their units higher than the library in most measures, except innovation.

- The biggest difference (in means) between unit and library ranking is for communication. That is, staff rank their unit over 10% higher in communication than they rank the library (and this is an improvement from 2014, where the difference was almost 13%)

Q3: unit and library rank in INNOVATION
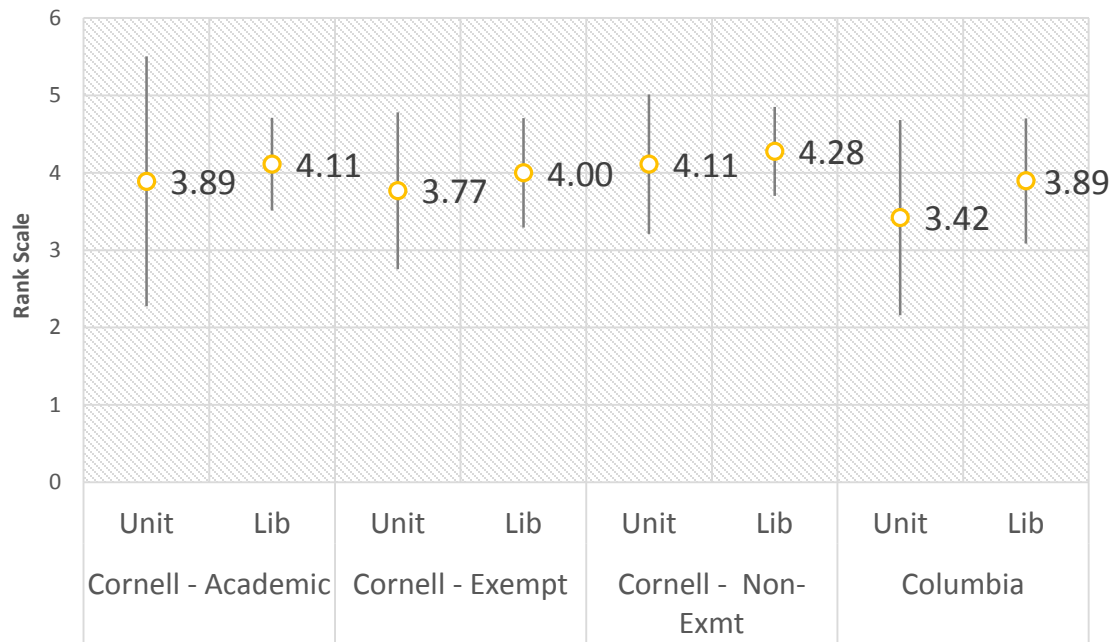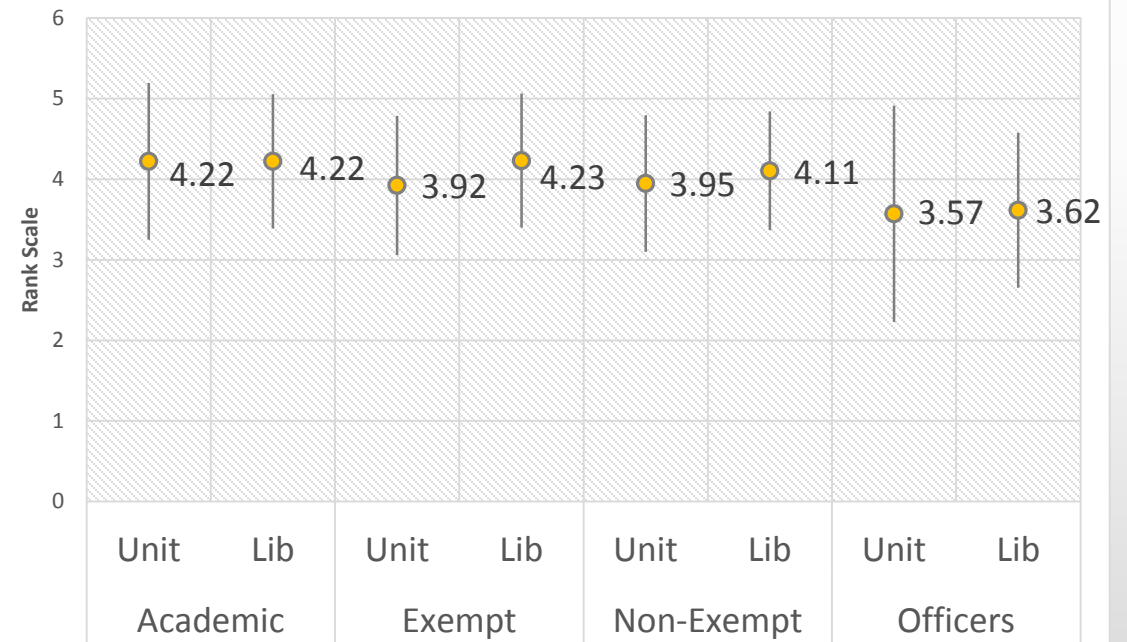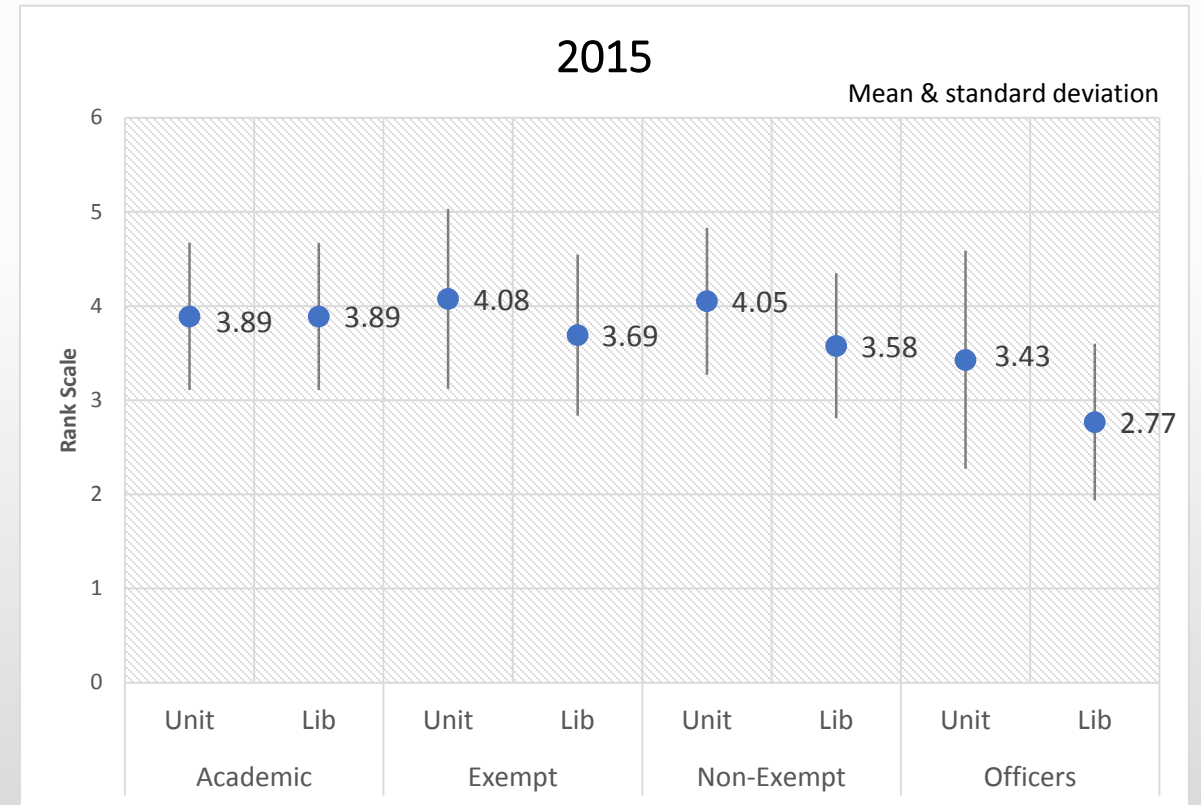
Q3: unit and library rank in COLLABORATION
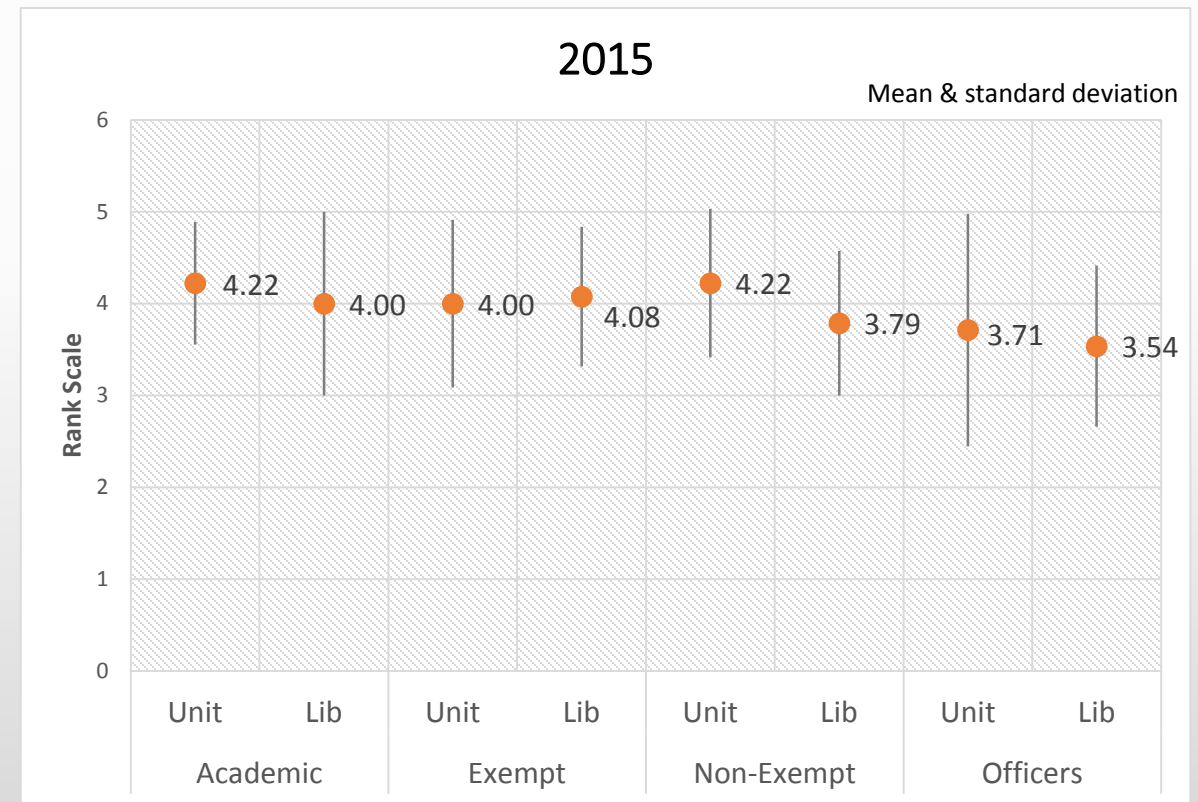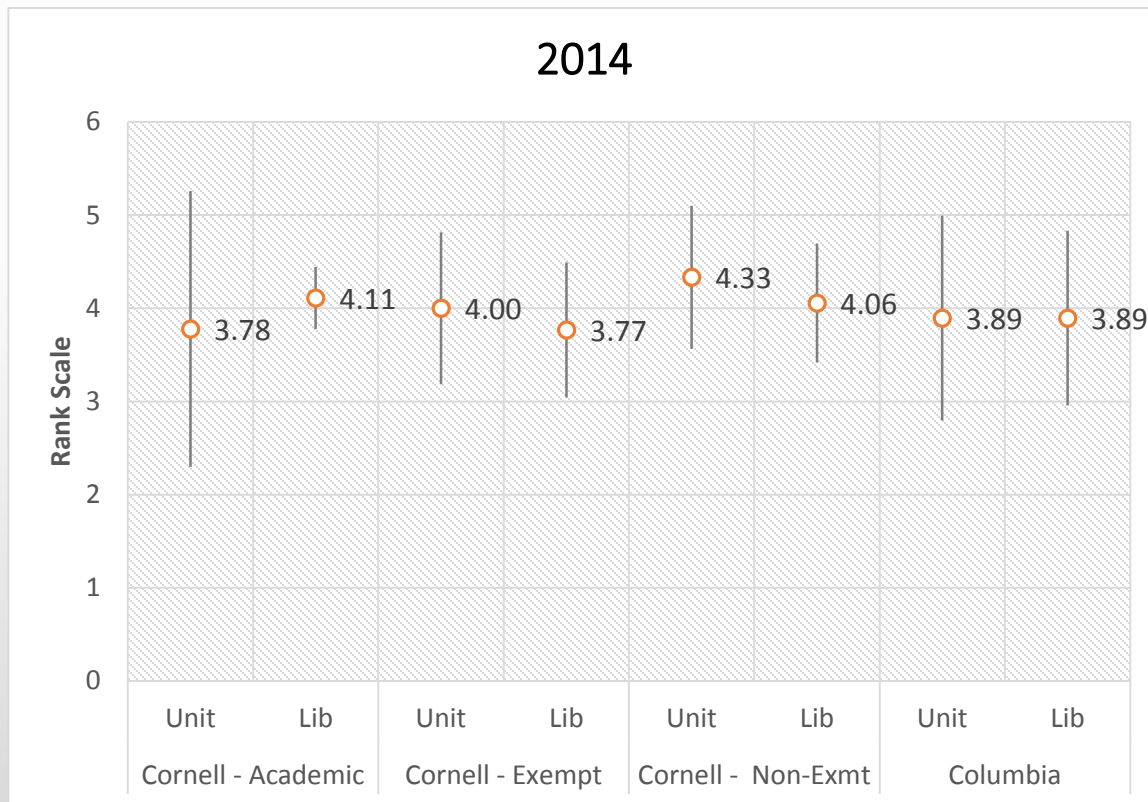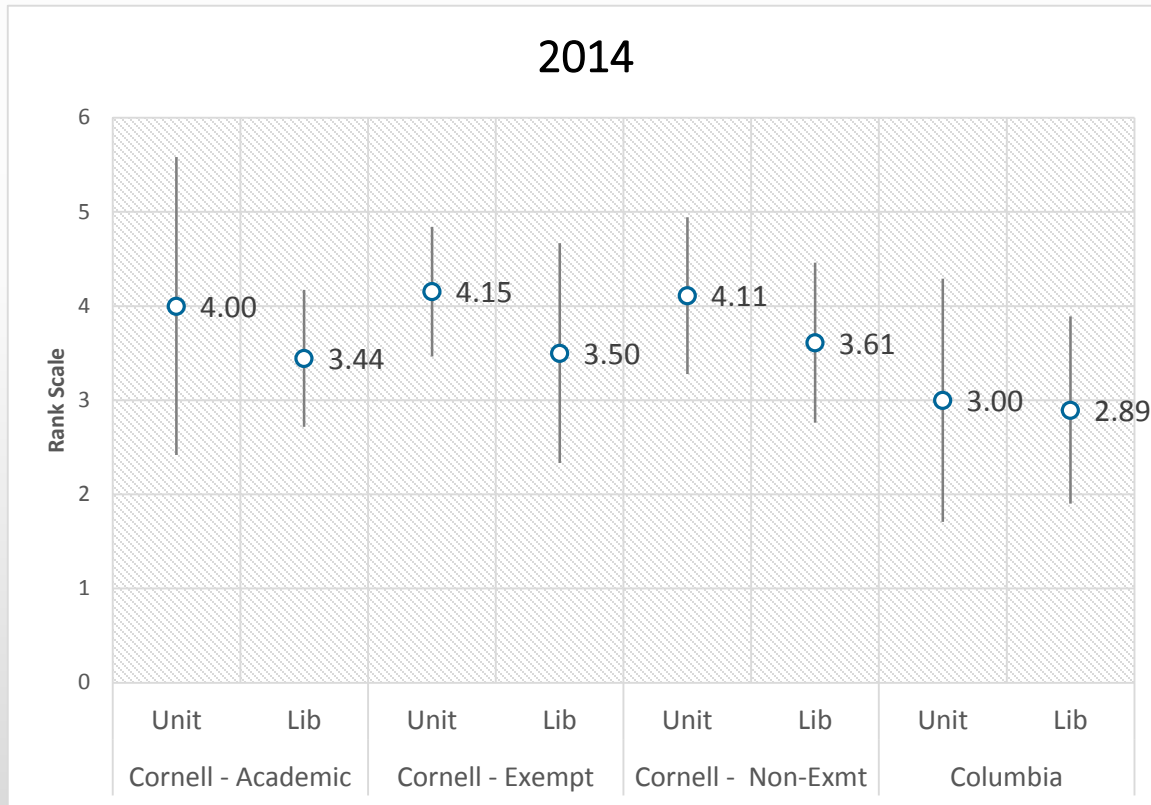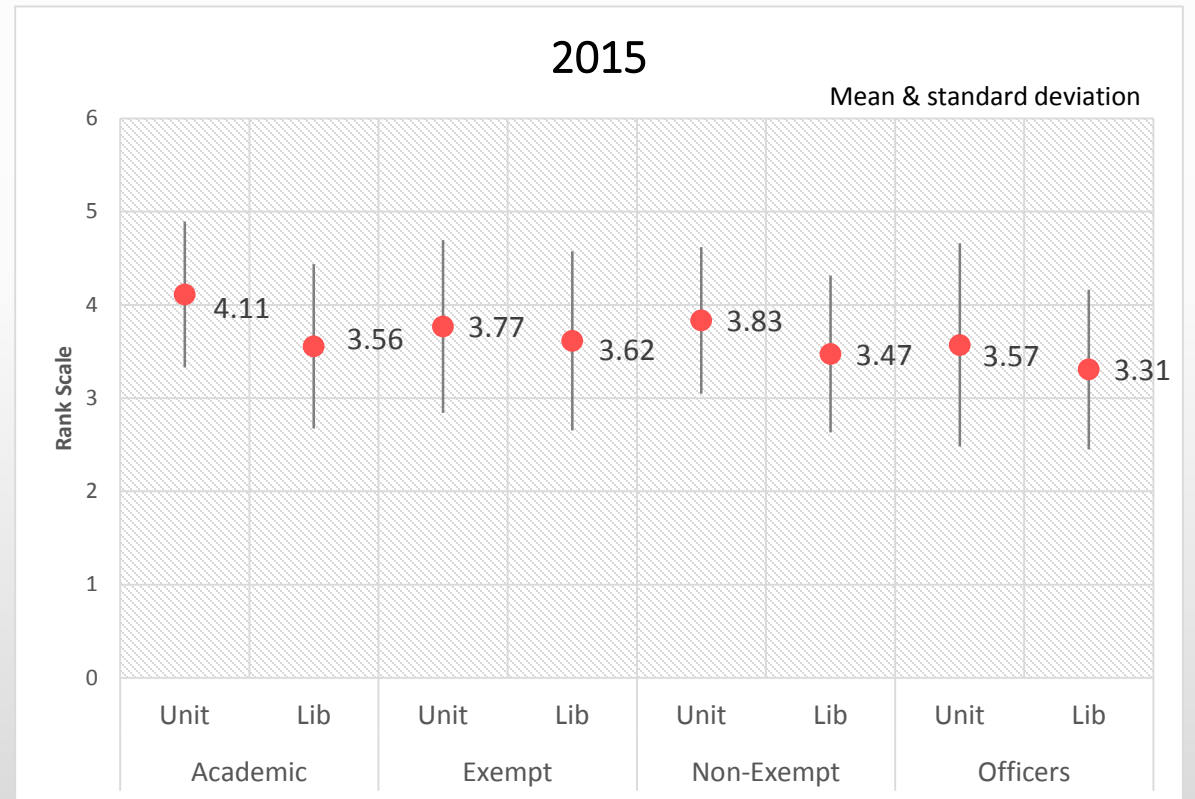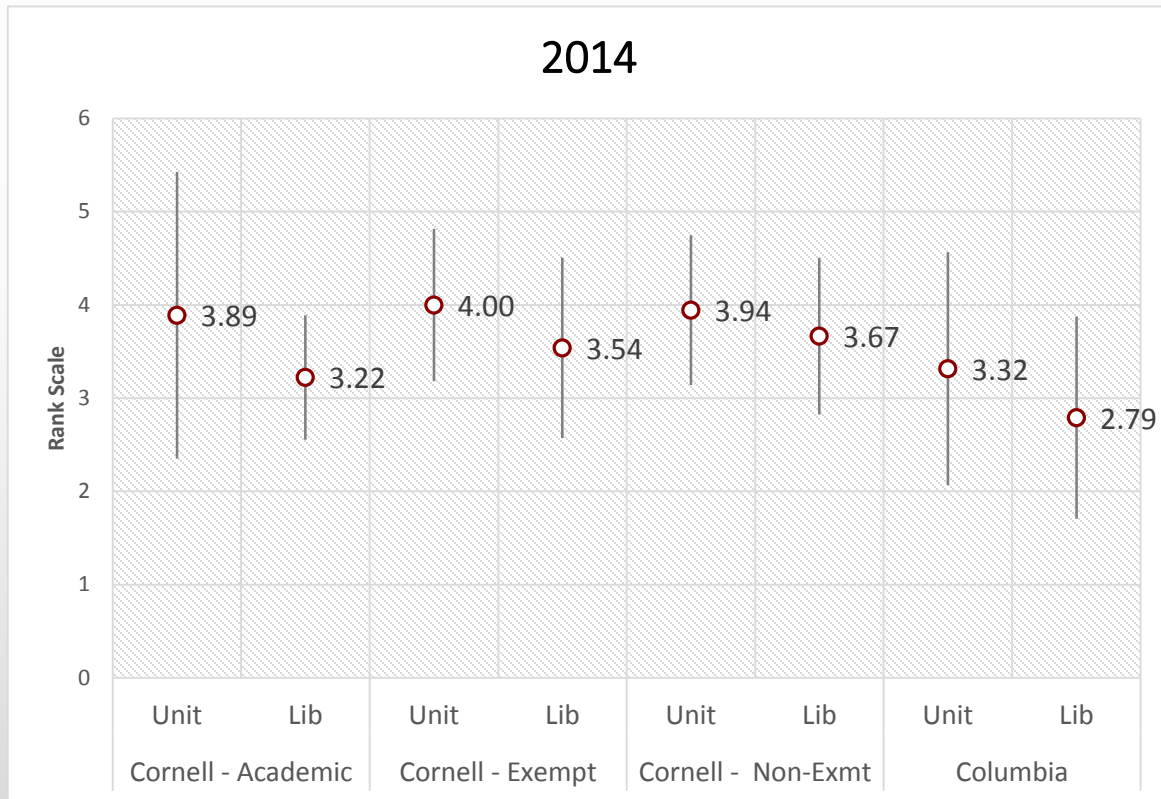
Q3: unit and library rank in EFFICIENCY
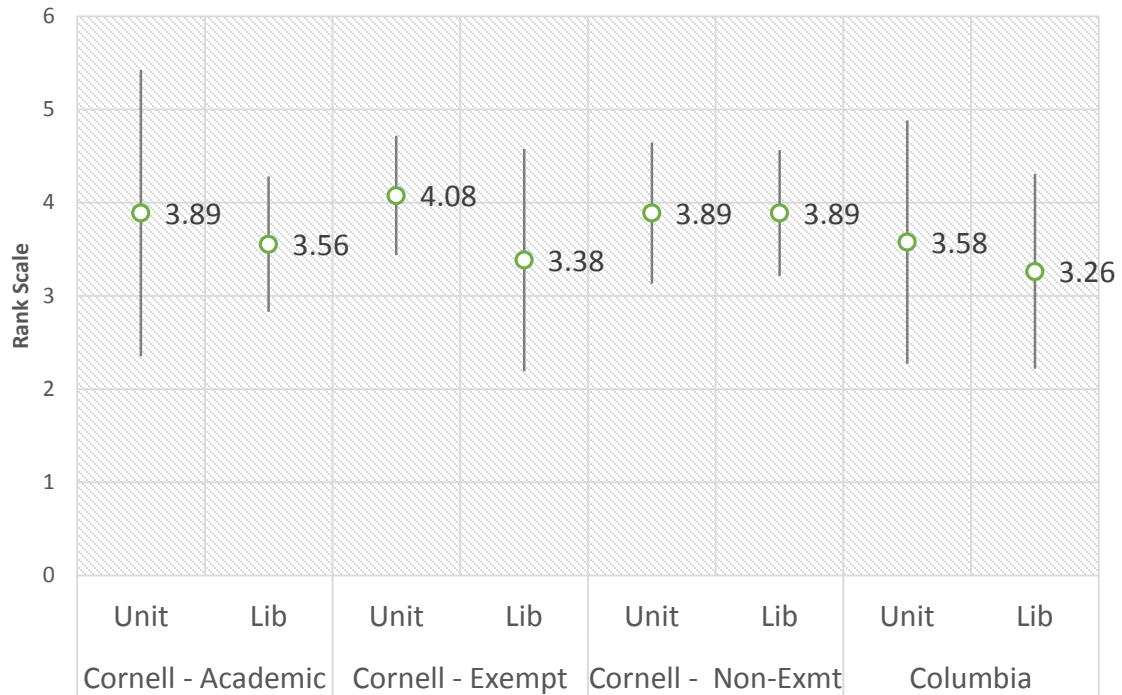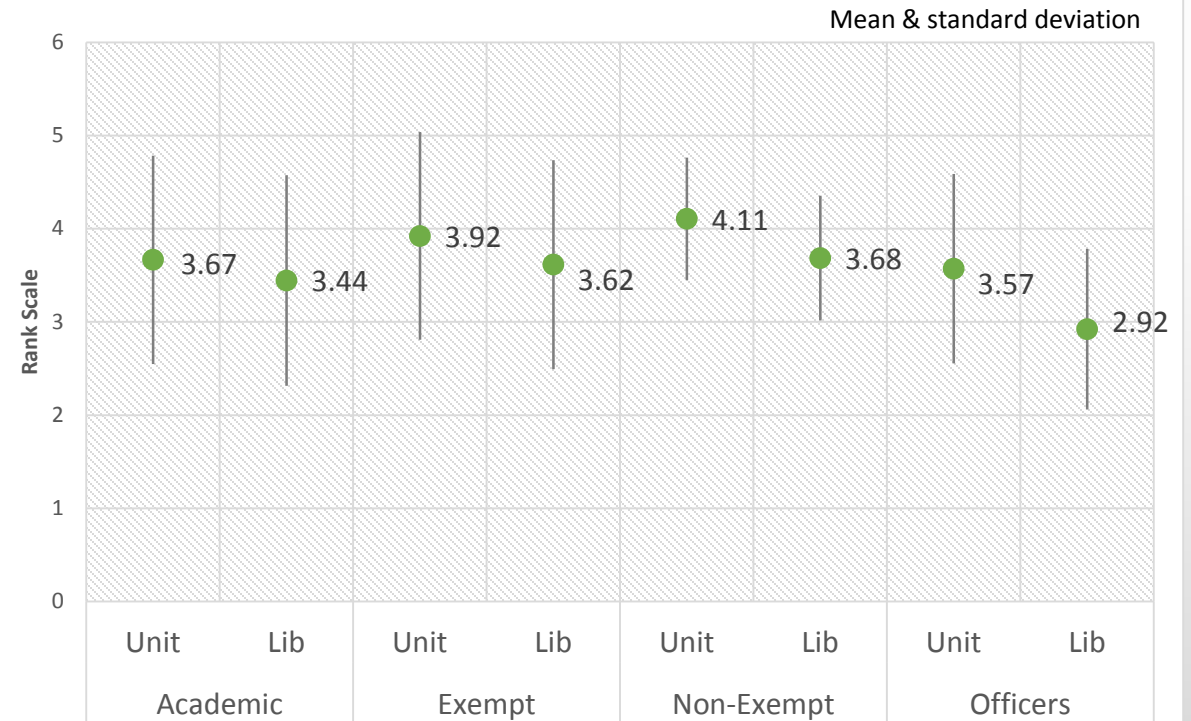
Q3: unit and library rank in COMMUNICATION
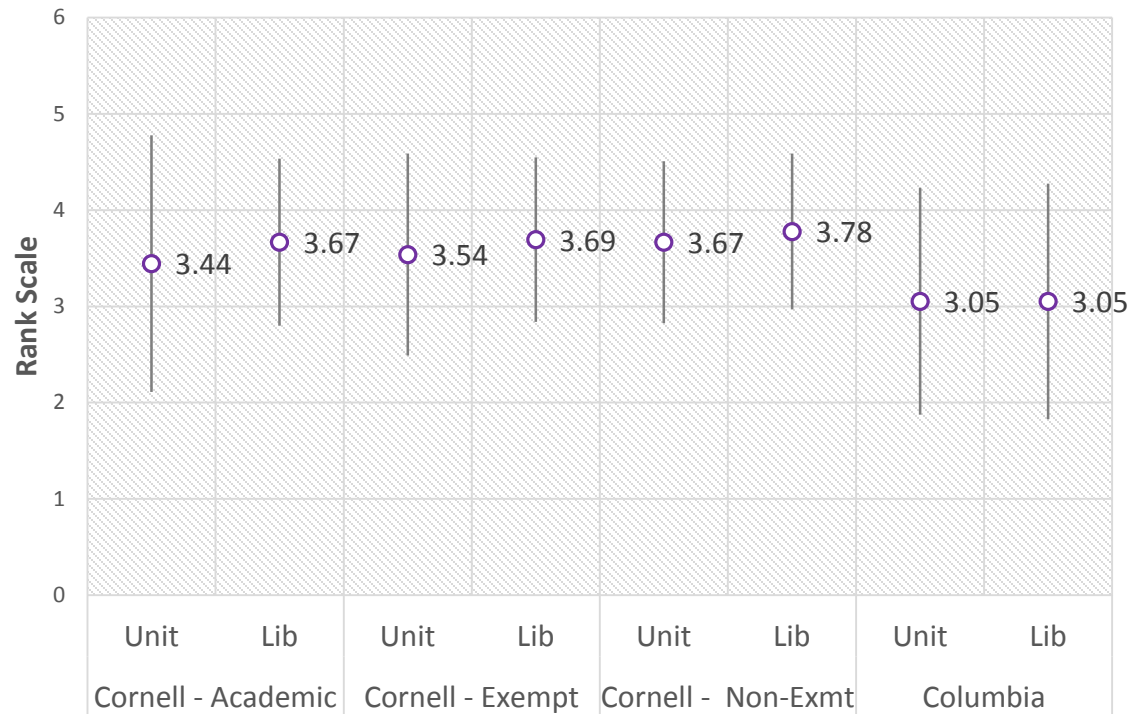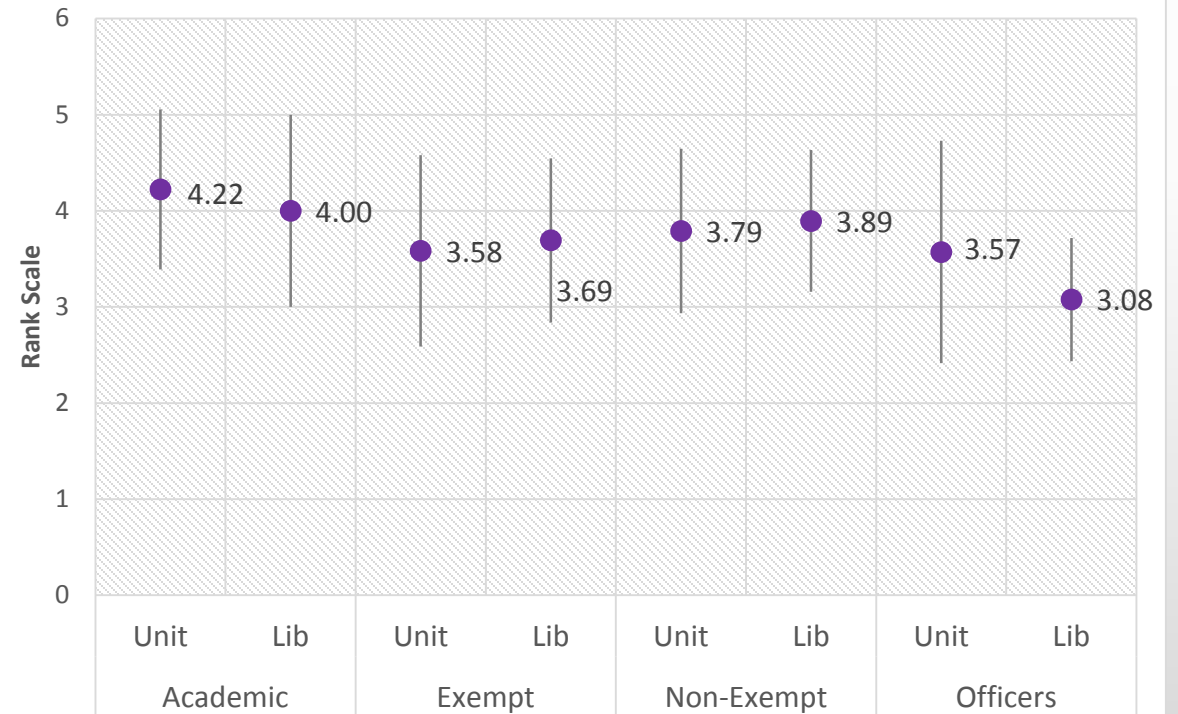
Q3: unit and library rank in DECISION-MAKING

Q3: unit and library rank in
RISK-TAKING

Commentary

<u>Question 4:</u> Is there anything else you want to add about the 2CUL Technical Services Initiative? (total responses = 17 comments in two slides)

Q4. Is there anything else you want to add about the 2CUL Technical / Services Initiative?	Institution
Must have missed it	Cornell
no	Cornell
It seems that we have gained some strengths in negotiating by having the two libraries both at the table with vendors. There is so little communication between staff at the two libraries that this doesn't really feel real unless you are party to information from meetings that happen with the Academic and Exempt employees that (most) non-exempt staff are not invited to.	Cornell
It has had little effect on my work and has neither improved nor deteriorated it.	Cornell
quite disappointing after all	Cornell
No	Cornell
It was doomed from the start.	Cornell
A lot of good could/can come out of this, but the whole business felt like it was shoved down our throats. It seemed as if Columbia did not take this as seriously as Cornell was made to (no, I should not say "seemed", they did NOT take it as seriously as we did), and that felt like it put us in a subservient position. Bad feelings all around about that.	Cornell
As an individual, I hardly felt any changes going on the 2CUL Technical Services.	Cornell
It was clear that Columbia was still doing things in a very inefficient, old fashioned way; I'm glad we're not merging with them. /	Cornell

Q4. Is there anything else you want to add about the 2CUL Technical / Services Initiative?	Status
A grandiose idea gone flat. Still, some modest gains and national recognition for having tried something bold and new.	Cornell
I hope we will be now able to focus more on other potentially productive collaborations with libraries closer and more similar to us than Cornell is.	Cornell
It was unclear how to answer the ranking question in this survey. Ranked compared to what? Other unit/departments in the library, peer institutions, other units/departments on campus? For my unit, I compared against other units within the department. For library as a whole, I compared to other peer institutions.	Cornell
I think those of us who took time and energy to work on this initiative should be thanked. Most of us had to balance 2CUL work along with our regular daily duties with no compensation and with no understanding of how much time and energy it took. There was not advice, or guidance on how to balance this initiative. There didn't seem to be any attempt to relieve anyone of their regular duties besides the co-managers. I'm not sure our annual review process took into account the 2CUL Initiative either. I think this was a great experiment but administration MUST do their best show respect for everyone who worked really hard on trying to make this succeed. /	Columbia
Please note that the low rankings given for the unit questions should be considered along with my optimism for the unit's future, due to administrative support for instituting significant change.	Columbia
It has been a useful experiment for both campuses to examine their workflows and policies, and to learn from each other.	Columbia
There were losses and gains.	Columbia

We'd be happy to answer your questions!

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Cornell Library Assessment & Communication

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