

**KEY PERFORMANCE INDICATORS  
USED TO ASSESS SUSTAINABILITY  
IN ACADEMIC LIBRARIES**

Project Management Plan

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<b>Project: Key Performance Indicators Used to Assess Sustainability In Academic Libraries</b>	<b>Date: January 25,2022</b>
<b>Project Manager: Sarah Tribelhorn</b>	

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## EXECUTIVE SUMMARY

This project management plan focuses on sustainability initiatives and the key performance indicators (KPIs) used to assess sustainability in academic libraries. The focus of the research will be on academic libraries with established sustainability initiatives that have been clearly articulated to gain an understanding of the KPIs used.

### *Mission/Objectives*

The goal is articulate KPIs used to assess sustainability in academic libraries with successful sustainability programs that could be recommended for academic libraries as best practices regarding sustainability.

### *Market*

This study will be of interest to academic libraries without clearly articulated sustainability goals or performance measures. Since there is no obvious standardization in this regard, this could provide a useful baseline for assessing sustainability efforts.

### *Management*

This project will be managed by Sarah Tribelhorn, Project Manager and Lead Researcher. Sarah is a full-time graduate student in the Marshall School of Business at the University of Southern California (USC). She has had a successful career as a Metadata Information Specialist and Scientific Editor, and is looking to use this experience as an academic librarian. She currently volunteers on the Public Advocacy and Awareness Committee of SustainRT of the American Library Association (ALA), as well as in the Oral History Center of the Bancroft Library, University of California, Berkeley. Furthermore, Sarah has managed several projects to completion in her various roles.

### ***Keys to success***

It is fundamental to closely follow the project management plan and schedule to ensure success of the project. This would include meeting scheduled deliverables through thorough and detailed research, feedback from stakeholders and the production of a final research paper and presentation.

This project management plan comprises detailed guidelines for research to produce a final research paper and presentation over the period of 15 weeks. Each week includes a scheduled breakdown of expectations, including progress reports for the Course Instructor. The plan includes key issues surrounding KPIs for sustainability in academic libraries, base assumptions, the driving and restraining forces, as well as factors critical to the success of this project. The key milestones for the duration of the project have been listed, culminating in a Final Research Paper and Presentation.

The financial breakdown for the project has been provided for different categories based on the number of hours estimated for task completion, and a total budget of \$5,740 has been suggested. The Project Manager is dedicated to following this plan, which will lead to the ultimate success of the project.

## ABSTRACT

Since 2019, sustainability has been included as a core value of librarianship by the American Library Association (ALA), which encompasses environmentally sound, economically feasible, and socially equitable practices. Furthermore, the Association of College and Academic Libraries (ACRL) Framework for Information Literacy in Higher Education has challenged academic libraries regarding sustainability. These challenges include intentionally including sustainability in instruction and research services, developing sustainability initiatives, and community engagement. However, there is limited evidence of the key performance indicators (KPIs) used to measure these sustainability efforts. In addition, it is unclear if these sustainability efforts are intentional or by-products of different goals and strategies. Therefore, the goal of this study is to review sustainability practices in academic libraries through an extensive literature review. In addition, a survey will be carried out to understand what KPIs for sustainability are being used in academic libraries, and how these are being articulated in academic libraries with clear sustainability programs. Based on the findings, KPIs could be suggested, providing a baseline of best practices that could potentially be implemented across different academic libraries embracing sustainability in their mission.

## INTRODUCTION & BACKGROUND

### *Problem Statement:*

The American Library Association (ALA) has developed several policies surrounding sustainability, including a resolution passed in 2015 on the importance of sustainable libraries (American Library Association, 2019a). Furthermore, in 2019, the ALA included sustainability as a core value of librarianship to include environmentally sound, economically feasible, and socially equitable practices (American Library Association, 2019b). Academic libraries have responded to these sustainability challenges based on goals set by the Association of College and Research Libraries (ACRL) Framework for Information Literacy for Higher Education (Association of College and Research Libraries, 2016) and the United Nations sustainable development goals (SDGs) (International Federation of Library Associations and Institutions, 2020) by implementing several practices in the different areas of sustainability (Pun & Shaffer, 2019). However, there is little evidence of how these sustainability objectives are measured, and if they are intentional sustainability goals, or sustainable by-products of other goals.

The purpose of this study is to review sustainability practices in academic libraries and document the key performance indicators (KPIs). A literature review will highlight sustainability efforts and determine if and/or how they are tangibly measured. Based on the findings, key performance indicators could be proposed that could potentially be implemented across different academic libraries embracing sustainability in their mission.

## STRATEGY & ACTIONS

### *Information-Seeking & Collection Strategies*

#### **Methods**

Research will primarily include a comprehensive detailed literature review of current peer-reviewed literature, as well as relevant reports provided by library associations. Furthermore, an online survey will be carried out of academic libraries, including but not limited to community colleges, liberal arts colleges, technical institutes, and universities of different sizes. The focus will be on academic libraries within these institutions with successful sustainability programs. The survey will be developed using Qualtrics software and the results analyzed using SPSS software.

The Project Manager will request assistance from academic librarians at the University of Southern California, and other stakeholders if necessary.

#### **Conclusion**

Throughout the duration of the project, weekly progress reports will be submitted to the Course Instructor for relevant feedback and to ensure that scheduled deadlines are met. During weeks 13 and 14 of the semester, the Final Research Paper and Presentation, respectively, will be submitted.

#### KEY ISSUES

- Identifying the KPIs for sustainability in academic libraries
- Identifying terminology around sustainability in academic libraries
- Identifying if sustainability is articulated in academic library missions and policies
- Identifying institutions that have clear sustainability goals
- Identifying academic libraries that have clearly articulated sustainability in their policies and mission

### BASE ASSUMPTIONS

- Academic libraries are including sustainability in their mission
- Sustainability in academic libraries includes economically feasible, socially equitable, and environmentally sound practices
- There are no standard ways to assess sustainability in academic libraries
- Sustainability language has generally not been prioritized or intentionally included in policies
- Academic library stakeholders regarding sustainability include institution leadership

### DRIVING FORCES

- USC Marshall School of Business Master of Management and Information Systems (MMLIS) program requirements
- MMLIS: LIM593 course requirements
- MMLIS: LIM593 instructor requirements
- ALA Core Competency requirements
- Project Manager's personal interest in sustainability and the implementation of sustainability initiatives
- Project Manager's personal course expectations

### RESTRAINING FORCES

- Availability of stakeholders for survey participation
- Reliant on timely completion of the survey
- Effective time management owing to other MMLIS course assignments and requirements
- Availability and access to relevant resources
- Personal responsibilities



## CRITICAL SUCCESS FACTORS

- Well-developed project plan
- Effective time management
- Compilation of effective survey questions
- Submitting all project deliverables as per schedule, including weekly progress reports
- Immediately searching for effective solutions when issues occur
- Analyzing survey results in a timely manner
- Presenting findings in a clear and concise writing style
- Incorporating fundamental Course Instructor feedback in writing
- Concise and well-written final report
- Concise and clearly articulated presentation

## DEPENDENCIES

- Effective time management on all levels for project duration
- Successful and timely completion of all deliverables including:
  - Topic and Problem Statement
  - Project Management Plan
  - Literature Review
  - Survey Development and Analysis
  - Stakeholder Participation in Survey
  - Weekly Progress Reports
  - Draft Report
  - Final Report
  - Presentation Preparation
  - Final Presentation of Research Findings

## SCOPE & TIMELINE

SCOPE	
IN SCOPE	OUT OF SCOPE
<ul style="list-style-type: none"> <li>• Academic libraries in the US</li> <li>• Focus on academic libraries with robust sustainability values</li> <li>• Representation of different types of academic libraries</li> <li>• Literature review of sustainability measures in academic libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Global academic libraries</li> <li>• Special libraries</li> <li>• Public Libraries</li> </ul>

MAIN PROJECT DELIVERABLES	
Week 1, Day 7: <i>January 13, 2022</i>	Draft Topic and Problem Statement
Week 2, Day 7: <i>January 26, 2022</i>	Project Management Plan
Week 3, Day 7: <i>February 1, 2022</i>	Draft Outline of Paper
Week 9, Day 7: <i>March 15, 2022</i>	Rough Draft of Paper for Submission to Smarthinking
Week 12, Day 7: <i>April 5, 2022</i>	Draft Pecha Kucha Presentation
Week 13, Day 7: <i>April 12, 2022</i>	Final Paper
Week 13, Day 7: <i>April 19, 2022</i>	Pecha Kucha Presentation

PROJECT MILESTONES		Target Timing	
Step		Start Date	End Date
1. Topic Selection		1/12	1/13
2. Draft Problem Statement		1/13	1/19
3. Project Management Plan		1/21	1/26
4. Find and Review Literature to Determine 15–20 Valuable Resources		1/27	2/22
5. Complete Literature Review		2/23	3/1
6. Develop & Distribute Survey		1/27	2/22
7. Analyze Survey Findings and Incorporate Into Paper		2/16	3/8
8. Complete Rough Draft		3/9	3/15
9. Finalize & Submit Paper		3/16	4/12
10. Finalize & Submit Pecha Kucha Presentation		4/6	4/19

WEEKLY ACTION PLAN			
Weekly Tasks	Hours	Start Date	End Date
<b>Week 1</b>			
Select Topic	4	1/12/22	1/13/22
Submit Topic & Problem Statement to Instructor via Email	4	1/13/22	1/19/22
<b>Week 2</b>			
Consultation with Instructor	0.5	1/21/22	1/21/22
Write & Submit Project Management Plan to Instructor	12	1/20/22	1/26/22
<b>Week 3</b>			
Begin Literature Review	2	1/27/22	2/1/22
Identify Libraries to Include in Survey	2	1/27/22	1/29/22
Develop Survey Questions	2	1/27/22	2/1/22
Draft Outline of Paper & Submit to Instructor via Email	10	1/27/22	2/1/22
<b>Week 4</b>			
Literature Review Continued; Identify 8–10 Suitable Resources	6	2/2/22	2/8/22
Finalize Survey in Qualtrics	2	2/2/22	2/3/22
Email Survey to Participants	2	2/3/22	2/3/22
Submit Weekly Progress Report	1	2/8/22	2/8/22
<b>Week 5</b>			
Literature Review Continued; Identify 8–10 Additional Suitable Resources	6	2/9/22	2/15/22
Follow up Email to Survey Participants	1	2/9/22	2/10/22
Submit Weekly Progress Report	1	2/15/22	2/15/22
<b>Week 6</b>			
Literature Review Continued; Identify 8–10 Additional Suitable Resources	6	2/16/22	2/22/22
Analyze Survey Results	4	2/16/22	2/22/22
Submit Weekly Progress Report	1	2/22/22	2/22/22
<b>Week 7</b>			
Conclude Literature Review	6	2/23/22	3/1/22
Begin Compiling Survey Findings	4	2/23/22	2/27/22
Submit Weekly Progress Report	1	2/28/22	2/28/22
<b>Week 8</b>			
Incorporate Findings into Body of Paper	8	3/2/22	3/8/22
Submit Weekly Progress Report	1	3/8/22	3/8/22
<b>Week 9</b>			
Finalize and Submit Rough Draft	8	3/9/22	3/15/22
Submit Rough Draft to Smarthinking for Review and Feedback	0.5	3/15/22	3/15/22
Submit Weekly Progress Report	1	3/15/22	3/15/22
<b>Week 10</b>			
Consultation with Instructor	0.5	3/16/22	3/16/22
Revise Rough Draft Based on Instructor and Smarthinking Feedback	6	3/16/22	3/22/22
Submit Weekly Progress Report	1	3/22/22	3/22/22
<b>Week 11</b>			
Research Pecha Kucha Presentation Methods	4	3/23/22	3/29/22
Submit Weekly Progress Report	1	3/29/22	3/29/22
<b>Week 12</b>			
Draft Pecha Kucha Presentation	8	3/30/22	4/5/22
Submit Weekly Progress Report	1	4/5/22	4/5/22

<b>Week 13</b>			
Finalize & Submit Final Paper	4	4/6/22	4/12/22
Rehearse Pecha Kucha Presentation	4	4/6/22	4/12/22
<b>Week 14</b>			
Record Pecha Kucha Presentation	4	4/13/22	4/19/22
Submit Pre-Recorded Pecha Kucha Presentation	0.5	4/19/22	4/19/22
<b>Week 15</b>			
Compete Self-Assessment	8	4/20/22	4/26/22
Compete Exit Interview	0.5	4/20/22	4/26/22
<b>Total Hours:</b>	<b>138.5</b>		

QUALITY MANAGEMENT	
Requirement	Management
1. Scope Focus	Communication with Course Instructor; careful construction of survey questions; effective literature review.
2. Citation Consistency	Carefully review and follow <i>Concise Guide to APA Style Handbook</i> ; use <i>Zotero Citation and Reference Manager</i> .
3. Professional Report Style	Review style guides; Use Smarthinking resources.
4. Pecha Kucha Presentation	Review Pecha Kucha best practices; Practice sufficiently.

RISK & RISK ASSESSMENT				
Risk	Probability (L/M/H)	Severity (L/M/H)	Risk Avoidance Strategy	Risk Management Strategy
Project scope exceeds capacity	M	H	Identify key stakeholders in early project stages	Develop clearly constructed survey questions to ensure project focus
Limited access to relevant resources	M	M	Conduct intensive literature review in early stages of project	Request input from librarian and library resources
Ineffective time management	H	H	Plan carefully and meet deliverable requirements in a timely manner where possible	Construct a daily schedule to meet all deliverable deadlines

## BUDGET

### FINANCIAL OVERVIEW

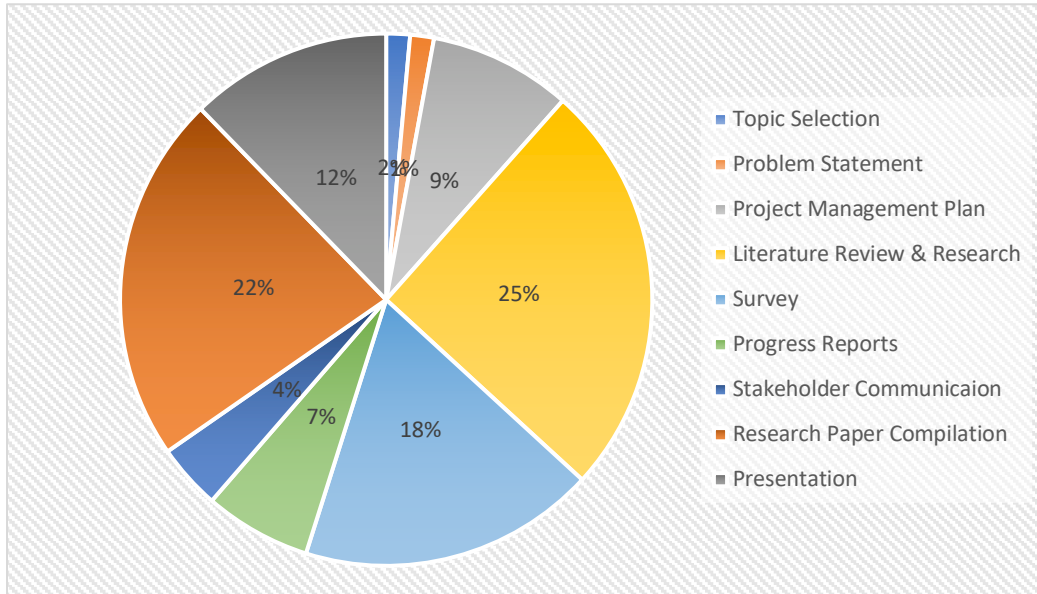


Figure 1. Financial breakdown of total project cost

COST ESTIMATES		
Type	Items	Estimate
Project Manager Salary	\$40.00 per hour for an estimated 138.5 hours	\$5,540.00
Supplies	Copying, ink, miscellaneous stationary	\$200.00
Computer Equipment & Software	Supplied at no additional cost by Project Manager (valued at \$1,500)	-
<b>Total</b>		<b>\$5,740.00</b>

STAKEHOLDERS		
Stakeholder Group	Project Impact	Involvement
Instructor	Provide direction on project scope and deliverables.	Provide input on project scope; feedback on deliverables; fundamental information science perspective.
Survey Participants	Directly impact project conclusions in relation to available literature.	Provide relevant feedback on pertinent survey questions.
Course Cohort	Provide different perspectives on research.	Provide critical feedback if and when consulted.

PROJECT TEAM ROLES & RESPONSIBILITIES		
Role	Name	Responsibilities
Project Manager/Lead Researcher	Sarah Tribelhorn	Ensures all aspects of the project are completed in a timely manner following the schedule, including all deliverables; ensures budget is responsibly followed; communicates openly and frequently with Course Instructor and applies relevant feedback to project.
Course Instructor	Professor Christal Young	Provides critical direction and feedback for project success.

## RESPONSIBILITY MATRIX

The RASCI Chart below provides clear role distinctions for the activities, functions, or decisions to avoid confusion and manage expectations (*R – Responsible; A - Accountable/Approves; S - Supports “R”; C Consulted by “R”; I – Informed (even after the fact).*)

Activity/Function/Decision	Sarah Tribelhorn (Project Manager)	Christal Young (Instructor)	Survey Participants	Course Cohort
Topic Selection	R, A	A, S, C, I		I
Problem Statement	R, A	A, S, C, I		I
Project Management Plan	R, A	A, S, C, I		I
Review Weekly Course Outline	R, A	C		
Submit Weekly Reports	R, A	A, S, C		
Develop & Distribute Survey	R, A	A, S, C, I	I	C
Analyze Survey Findings	R, A	A, S, C, I	I	C, I
Literature Review	R, A	C, S, I		C
Rough Draft of Research Paper	R, A	C, S, I		
Review Research Paper Draft	R, I	R, A		
Review Feedback on Draft	R, A	S, C, I		
Final Research Paper	R, A	I		
Pecha Kucha Presentation	R, A	S, I		I



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