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The Balanced Scorecard and MIS— Strategy Development and Evolution

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The University of Virginia



- 15,000 undergraduates
 - 67% in-state, 33% out
 - Most notable for liberal arts
 - Highly ranked by U.S. News
- 6,000 graduate students
 - Prominent for humanities, law, business
 - Plans expansion in sciences
- Located in Charlottesville
 - Metro population of 160,000

Collecting Data at the U.Va. Library

- Statistical Compilation and Reporting
- Customer Surveys
- Staff Surveys
- Mining Existing Records
- Comparisons with peers
- Qualitative techniques
- Long involvement with ARL statistics

Management Information Services

- MIS committee formed in 1992
- Evolved into a department 1996-2000
- Currently three staff
- Coordinates collection of statistics
- Publishes annual statistical report
- Coordinates assessment
- Resource for management and staff

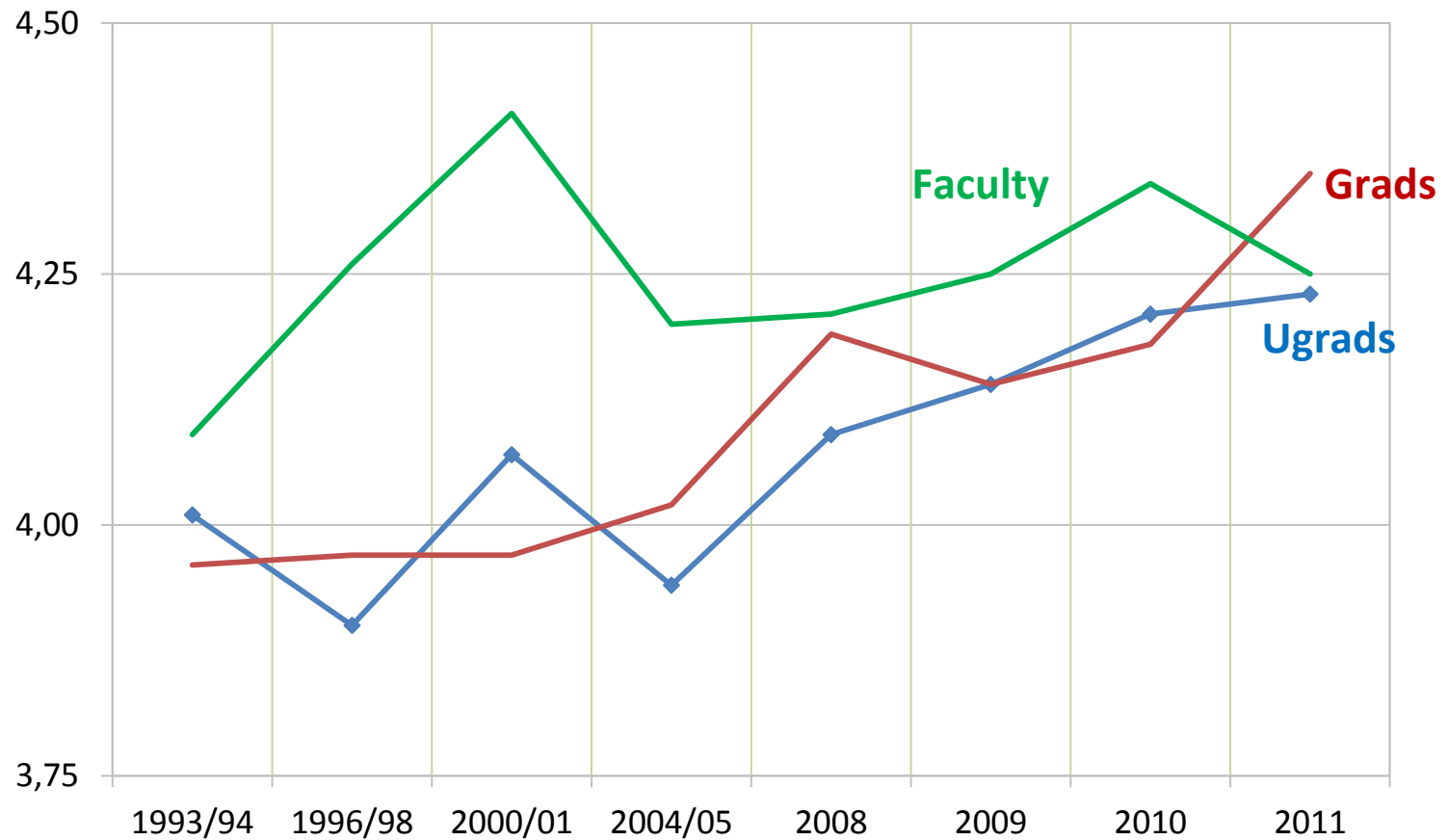
U.Va. Library Surveys 1.0

- Faculty
- Sample of 500
 - 1993 (paper)
 - 1996 (paper)
 - 2000 (Web)
 - 2004 (Web)
- Students
- Separate tallies for grads and undergrads
- Sample size varied
 - 1994 (paper)
 - 1998 (Web)
 - 2001 (Web)
 - 2005 (Web)

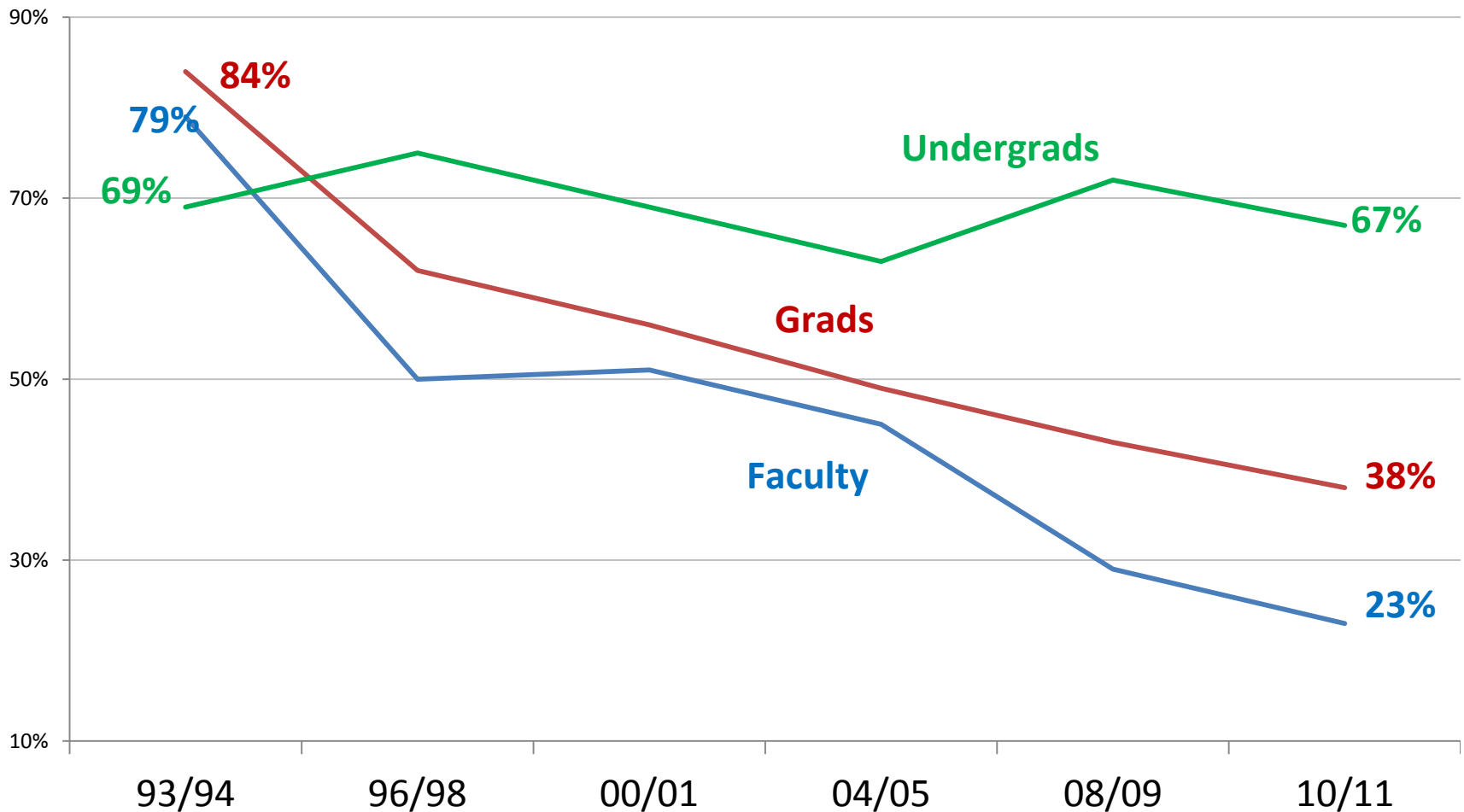
U.Va. Library Surveys 2.0

- Starting in 2008
- Annual surveys with smaller samples
- One third of teaching faculty
- 500 grads, 750 undergrads
- Separate tallies for each category
- Brief report annually
- Comprehensive report every three years

Satisfaction with the U.Va. Library



Weekly Visits to a Physical Library 1993-2011



Baseline Study of 1996

- Identified all print acquisitions of 1993
 - Tracked circulation for two years
 - Established baseline of 'normal' circulation
 - Analyzed circulation by type of material
- Factors analyzed:
 - Means of acquisition
 - Language
 - Location or library

Baseline Study Findings

- Mean circ per item: 1.40
- Overall, 49% of items circulated
- 53% of purchases circulated
- 35% of gifts
- 8% of exchanges
- 65% for English language
- 71% for English language purchases

Balanced Scorecard

- Originally a commercial management tool
- Now used by mission-driven nonprofits
- Reflects organization's goals and strategy
 - Written and unwritten
- Uses specific, measurable goals
 - From different perspectives
- Integrates diverse data into a single system

The BSC at the U.Va. Library

- Implemented in 2001
- Results tallied FY02 through FY09
- Abbreviated scorecard for FY10
- Re-invented process in FY10-11
- New framework for FY12
- A work in progress

Scorecard perspectives

- **User perspective:** "how well is the library meeting the needs and expectations of its customers?"
- **Finance perspective:** "how well are the library's finances managed?"
- **Internal process perspective:** "how well do processes function to deliver library services?"
- **Future or learning perspective:** "how well is the library positioned to ensure future success?"

Metric U.3.A. Circulation of new monographs

- *Target1*: 60% of all newly cataloged print monographs should circulate within two years.
- *Target2*: 50% should circulate within two years.

Metric F.1.A. Library spending compared to University expenditures

- *Target1*: : The University Library will account for at least 2.50% of the University's academic division expenditures.
- *Target2*: : The Library will account for at least 2.25% of expenditures.

Not everyone likes metrics

- “Xerox had been infested by a bunch of spreadsheet experts who thought you could decide every product based on metrics. Unfortunately, creativity wasn’t on a metric.”
 - Optical engineer Gary Starkweather
 - Reported in *The New Yorker*, May 16, 2011, p. 50

Successes of the BSC at UVa

- Wide participation among staff
- Appreciation of importance of assessment
 - and measurement
- Visibility and leadership among libraries
- Consistency of goals through the years
- Higher performance of targeted activities

Shortfalls at UVa – after 9 years

- Limited connection with planning process
- Limited impact on digital programs
- Too many metrics
- Skepticism among some staff
 - Feeling that nothing was ever ‘done’ with the data

Where is U.Va. Now?

- Direct ties with planning and management
- Strategy map created and distributed
- Increased staff involvement and energy
- Developing a new set of metrics

Enabling research, teaching, and learning through services, collections, tools, and spaces for the faculty and students of today and tomorrow.

Customers

C1.
Improve the student experience

C2.
Facilitate scholarship

C3.
Enhance the reputation of the University

Finance

F1.
Increase the financial base

F2.
Provide resources and services with a high ratio of value to cost

F3.
Raise funds for high priority initiatives

Internal Operations

I1.
Ensure preservation of the scholarly record (C2/C3)

I3.
Maximize spaces for research and scholarship (C1/C2)

I2.
Improve ease of access to resources (C1/C2)

I4.
Support new models of research and scholarship (C2/C3)

Learning & Growth

L1.
Restructure and develop new models for leadership

L3.
Develop workforce to gain needed skills

L2.
Develop effective processes to carry innovation into production

L4.
Align Library priorities with mission and goals of UVa schools & departments

Metrics: A New Approach

- Two Categories
 - Macro Measurements
 - Micro Measurements
- Different set of measures for
 - Long Term Objectives
 - Initiatives and Programs

Macro Measures

- Relate to Big Picture Objectives
- Few in Number
- Broad, Stable, and Persistent
- Core of the Balanced Scorecard

Micro Measures

- Relate to Initiatives and New Programs
- Measured at the Unit or Committee Level
- Nimble and Changing
- Not Part of the Scorecard Tallies

Communicating Strategy

- New budget process for the University
- Budget allocations to be data driven
- Scorecard and strategy map serving as primary communication tools

Questions for the Scorecard

- Are we meeting our goals?
- Are we preparing for the future?
- Are we focusing on the right things?

In closing...

The Balanced Scorecard

- Reflects the organization's strategy
- Clarifies and communicates the strategy
- Measures the health and success of the organization