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

- Faculty
- Graduates
- Undergraduates

Years:
- 1993-94
- 1996-98
- 2000-01
- 2004-05
- 2008
- 2009
- 2010
- 2011
Weekly Visits to a Physical Library
1993-2011

- Faculty: 23%
- Grads: 38%
- Undergrads: 67%
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

- **Target 1**: 60% of all newly cataloged print monographs should circulate within two years.
- **Target 2**: 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)
- I2. Improve ease of access to resources (C1/C2)
- I3. Maximize spaces for research and scholarship (C1/C2)
- I4. Support new models of research and scholarship (C2/C3)

**Learning & Growth**

- L1. Restructure and develop new models for leadership
- L2. Develop effective processes to carry innovation into production
- L3. Develop workforce to gain needed skills
- L4. Align Library priorities with mission and goals of UVa schools & departments

FY2011/2012

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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