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The Balanced Scorecard and MIS— Strategy Development and Evolution

Jim Self

*Management Information Services
University of Virginia Library*

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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

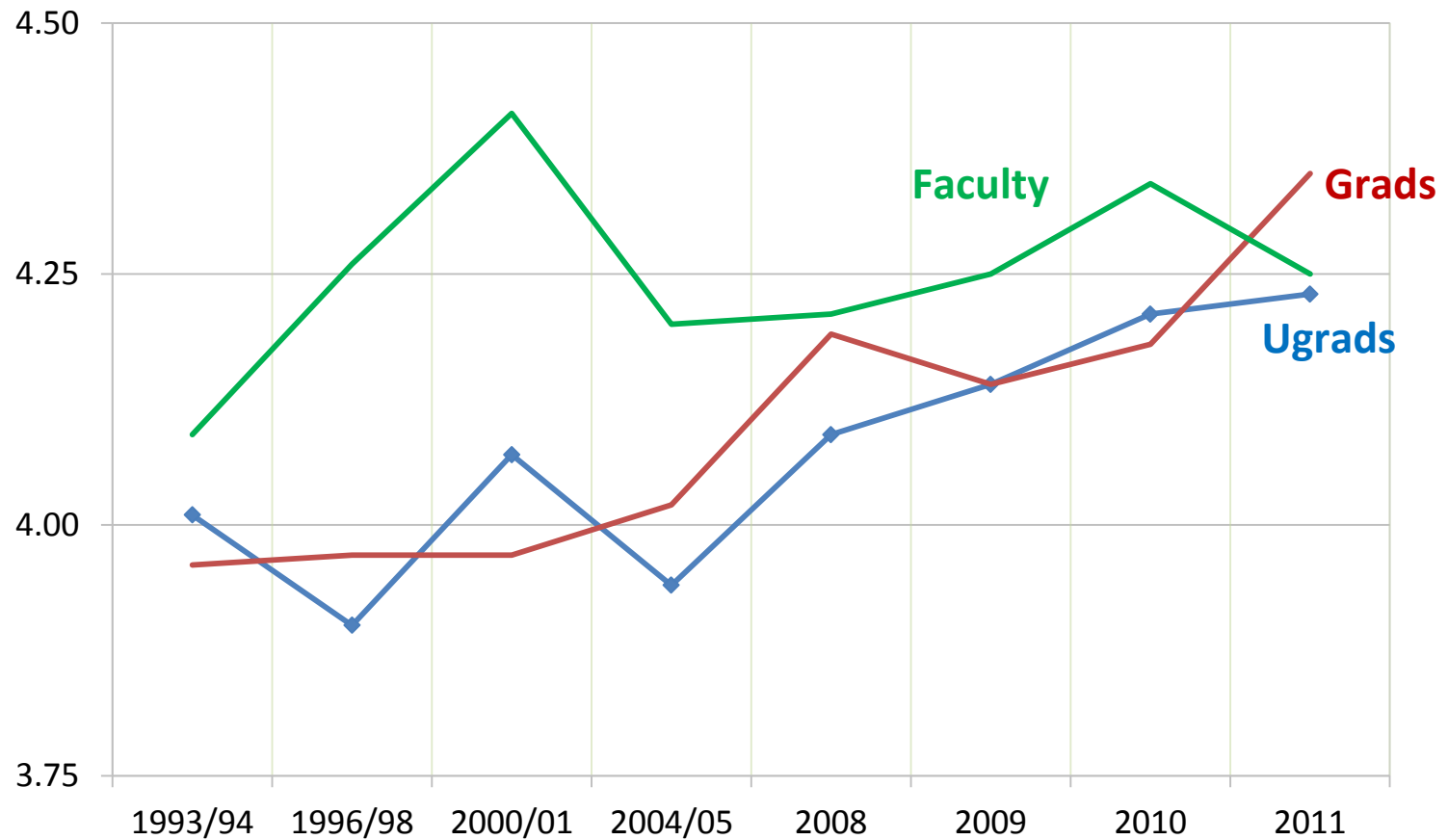
U.Va. Library Surveys 1.0

- 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)

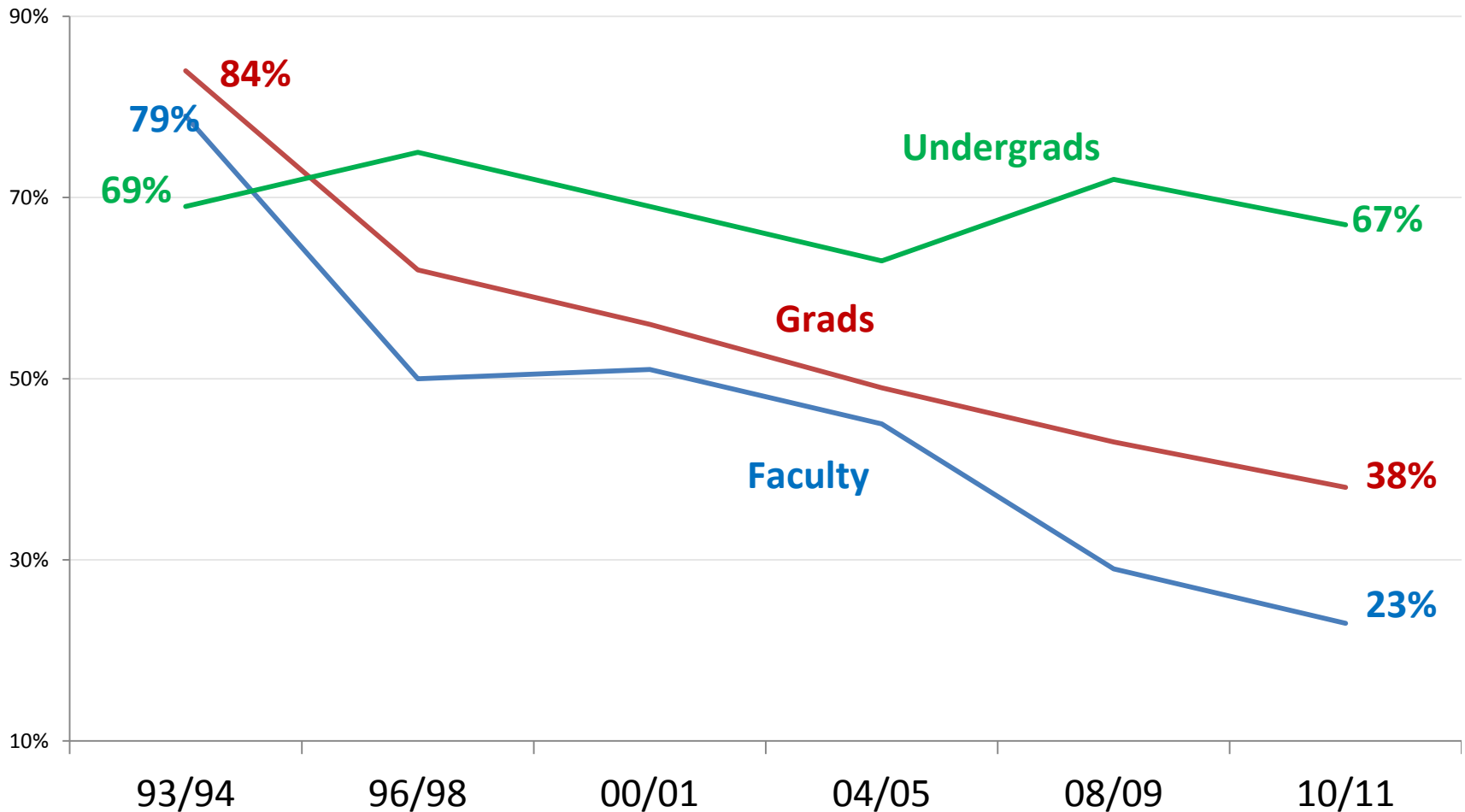
U.Va. Library Surveys 2.0

- 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

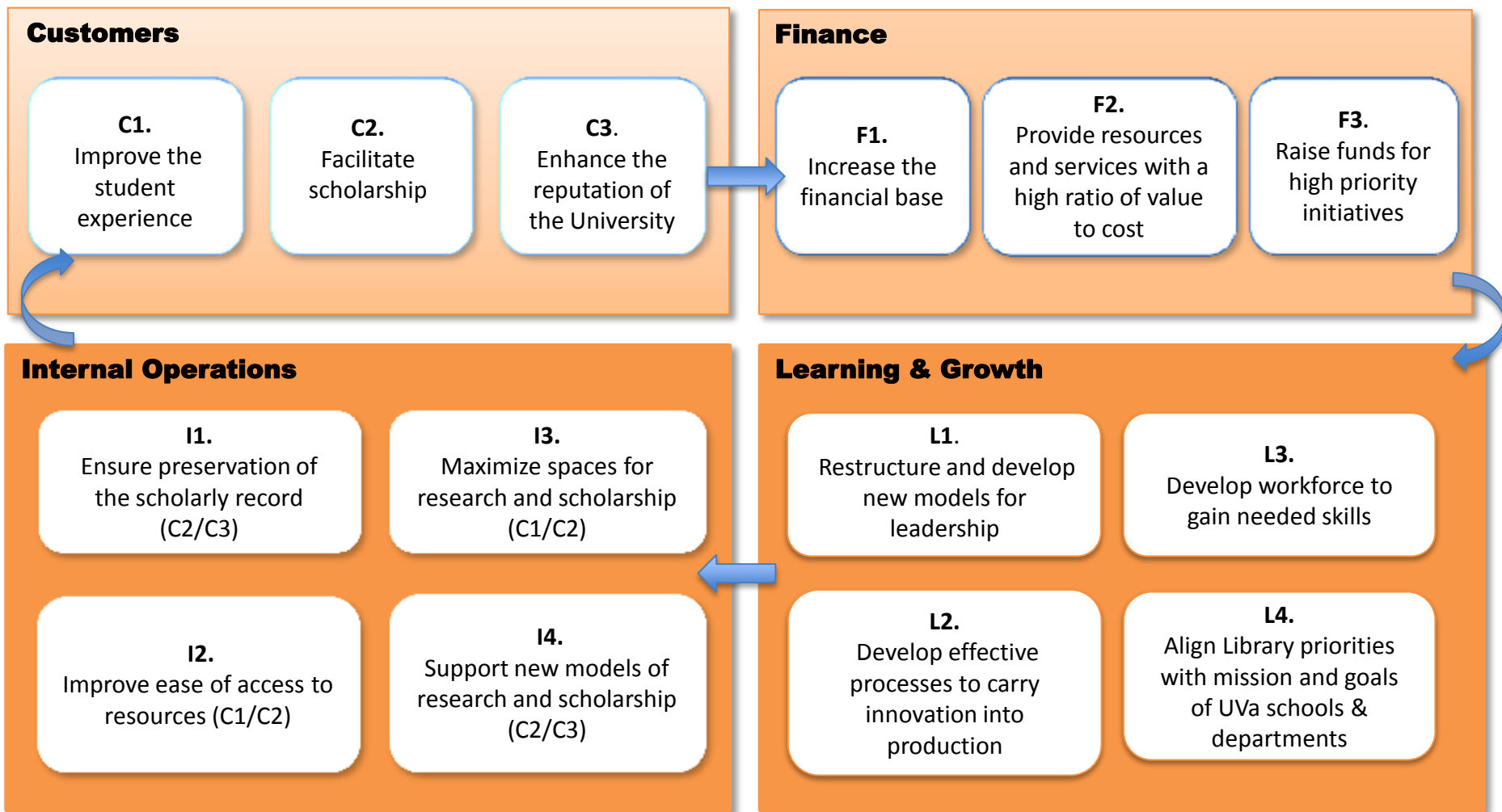
Shortfalls at UVa – after 9 years

- 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.



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