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

Faculty

Grads

Ugrads
Weekly Visits to a Physical Library
1993-2011

- Faculty
- Grads
- Undergrads

Year: 93/94, 96/98, 00/01, 04/05, 08/09, 10/11

- Faculty:
  - 93/94: 84%
  - 96/98: 79%
  - 00/01: 69%
  - 04/05: 38%
  - 08/09: 23%
  - 10/11: 23%

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  - 93/94: 79%
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  - 00/01: 67%
  - 04/05: 38%
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- Undergrads:
  - 93/94: 84%
  - 96/98: 79%
  - 00/01: 67%
  - 04/05: 67%
  - 08/09: 67%
  - 10/11: 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

- **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)
- **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
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