

## Collaborative Measures Building Using the Balanced Scorecard in North American Libraries

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# Collaboration

- Rationalizes the use of scarce resources
- Enhances variety of options to users
- Impresses university administrators and funding agencies!



# The Research Question

Can libraries attempting to implement the Balanced Scorecard facilitate the difficult task of developing measures by **working alongside** organizations with similar interests – even if each site is building its own local instrument?



# The Balanced Scorecard



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# The ARL Project (2008 -)



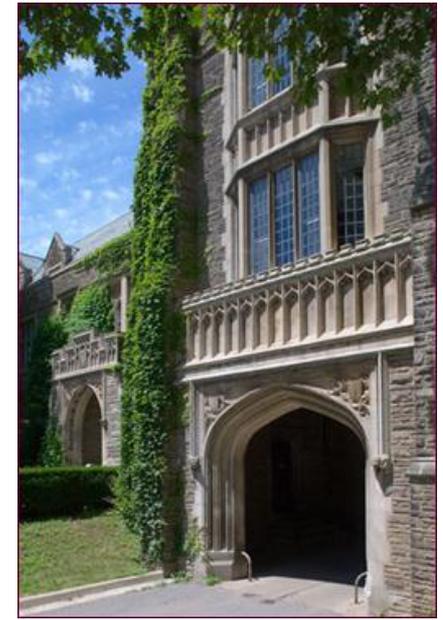
- “to assist, train and facilitate the use of the Scorecard in a small number of ARL libraries; and **to test the value of a collaborative model** for learning about and implementing the new tool.”

Martha Kyrillidou, *Research Library Issues*, September 2010



University of Virginia

# Cohort 1



McMaster University



University of Washington

# Early Work

- Lewis, Hiller, Mengel, and Tolson, “Building Scorecards in Academic Research Libraries: in *Library Assessment Conference Proceedings, Baltimore, Maryland, October 25–27, 2010*.
  - Significant overlap in strategic objectives between Cohort 1 libraries.
- Mengel & Lewis, “Collaborative Assessment: North American Academic Libraries’ Experience Using the Balanced Scorecard,” *Library Management* (2012) vol. 33, 6/7.
  - Significant overlap in measures between Cohort 1 libraries.

# Measures : The Hardest Part

## Stress Reduction Kit



Directions:

1. Place kit on FIRM surface.
2. Follow directions in circle of kit.
3. Repeat step 2 as necessary, or until unconscious.
4. If unconscious, cease stress reduction activity.

# The Benefits of a Collaborative Approach to Measure Development (as described by Cohort 1)

- Saved time (ideas were “kitchen tested”)
- Concepts had high credibility (especially when persuading reluctant colleagues)
- Supported benchmarking



# Cohort 2

- Case Western University
- University of Buffalo
- New York University
- Emory University
- Florida State University
- Notre Dame University
- Texas Tech University
- James Madison University
- University of North Texas



# The Idea

- Could tools be created to assist the 2<sup>nd</sup> cohort of libraries work through the measure creation process?



- Could the vision of collaborative scorecard development originally proposed by the ARL actually be operationalized?

# 3 key questions



- Will Cohort 2 teams perceive the inventory and/or the core set as useful?
- Of the two options, which is perceived as most helpful?
- Did Cohort 2 teams add, delete, or change measures as a result of the set sharing activity?

# Research Plan (simple right?)

- Nov. 2011: Present inventory and core set to Cohort 2
- Feb. 2012: Conduct telephone interviews (perceived usefulness)
- April 2012: Interview Cohort 2 teams again (measure adoption).



# Reality Check

- The process was workable
- The timeline was unrealistic. Cohort 2 teams hit many roadblocks that slowed down measure finalization.
- Measures are hard, no really hard



# February 2012: The 1<sup>st</sup> Check-in

- Teams were enthusiastic about both the inventory and the common set.

*“My eyes lit up when I see tools that we already use like LibQUAL. That tells me we are speaking the same language.”*

*(Cohort 2 participant)*

# The Value of Failure

- Very interested in the rejected measures

*“We want to avoid making the same mistakes others have made (for example, focusing too much attention on operational issues)”*

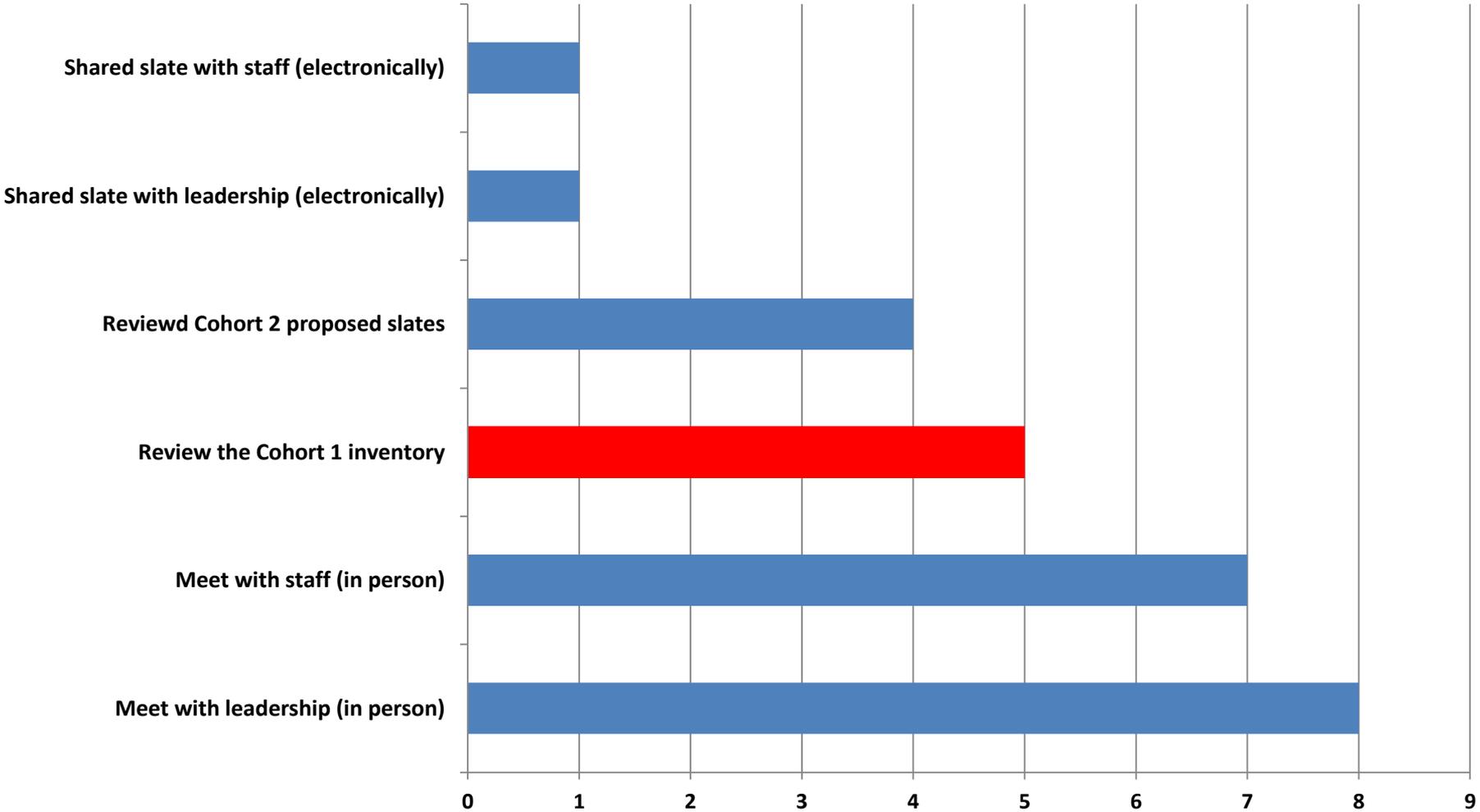
*(Cohort 2 participant)*



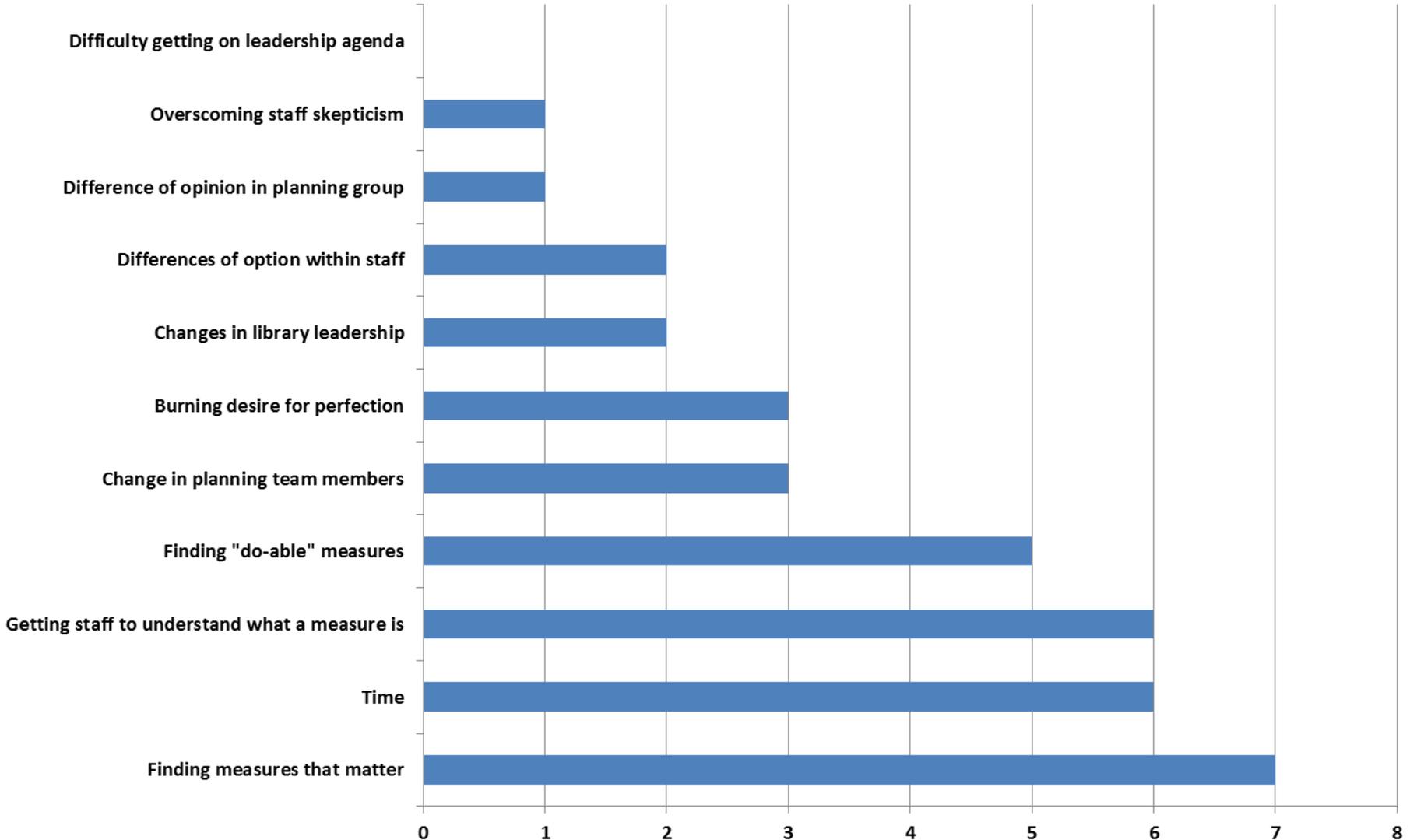
# September 2012 Survey: Measure Completion & Obstacles

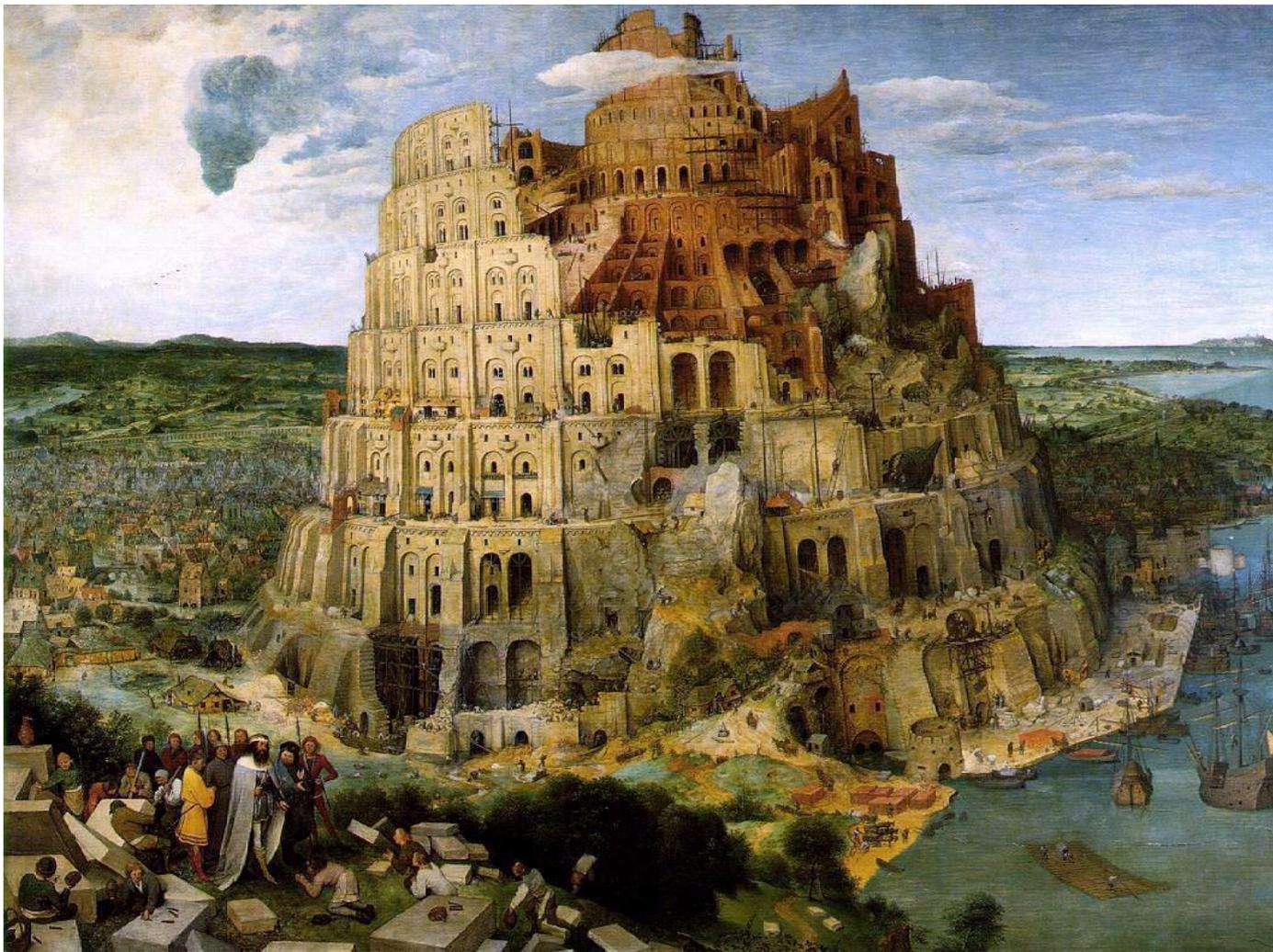
Status	#
Have not started	0
<b>Started but all measures still “under development”</b>	<b>4</b>
Some measures fairly developed, but most undeveloped	1
Most measures fairly developed, a few undeveloped	2
All measures fairly developed, but awaiting approval	0
All measures fairly developed and starting to collect data	1
All measures fairly developed and starting to collect data on all of them	0
TOTAL RESPONDANTS	8

# Strategies Found to be Most Useful in Developing Measures



# Biggest Challenges





And the story continues.....

# **MEASURE ADOPTION: SIMILARITIES IN COHORT 1 AND 2 MEASURES**

# Whose Measures Did We Use

## Cohort 1

- Johns Hopkins
- McMaster
- U. Washington



## Cohort 2

- Case Western
- Florida State
- Notre Dame
- U. Buffalo
- U. North Texas



# Data Dictionary - Theme

Theme Data Dictionary	
Term	Definition
Assessment	refers to formal assessment programs or plans
Collections	pertaining to library collections in their broadest sense; includes Special Collections, electronic resources, and content in local repositories and Scholarly Communications.
Data Management	pertaining to the process and services relating to data curation, data management, or services around data
Finance	refers to all activities in obtaining funds from the home institution or through grants (philanthropic fund raising should be coded with Donor/Development)
Grants	pertaining to the application of or management of grants
Instruction	refers to all aspects of instruction and training of patrons; not related to training of library staff, which should be coded under Library Staff
Liaison Services	pertaining to user or liaison services - those librarians that support outreach, instruction, reference, or other traditional public service activities
Library Services	refers to all other Library Services that are not Liaison/User or Instruction; includes ILL, Reserves, Circulation, off site storage, acquisitions, etc.
Library Staff	refers to all Library Staff regardless of position or role
Marketing	refers to all efforts to promote and market the Library and its services
Scholarly Communications	the process of academics, scholars and researchers sharing and publishing their research findings
Space	refers to the physical library building(s)

# Data Dictionary – Sub Theme

Subtheme Theme Data Dictionary	
Term	Definition
Alumni	refers to graduates of an institution
Assessment	The evaluation or estimation of the nature, quality, or ability of someone or something
Budget	refers to the library's overall operating budget
Climate	refers to the organization's culture
Collaboration	working with units, divisions, or departments OUTSIDE the library
Committees	refers to committess at the local, regional, or national level
Consortia	refers to a group that undertake business together - generally buying resources under an umbrella
Digitization	the process of turning analog into digital - in libraries generally refering to collections
Diversity	measurements pertaining to the diversitiy at its broadest sense in our staff
Effectiveness	degree to which objectives are achieved and the extent to which targeted problems are solved
Efficiencies	Working in a well-organized and competent way
Financial	of or relating to finance and funding
Fundraising	relating to donors, donations, and monetary gifts
IR	refers to the Library's Institutional Repository
Open Access	refers to literature; is digital, online, free of charge, and free of most copyright and licensing restrictions
Revenue Generation	ways in which the library is attempting to make funds that are not part of traditional sources of funding
Satisfaction	Fulfillment of one's wishes, expectations, or needs, or the pleasure derived from this
Social Networking	Use of Web 2.0 technologies or concepts
Special Collections	refers to both the department of special collections generally inculding rare books, original manuscripts, and archives.
Study Seats	seats within the physical library space.
Training	refers to library staff activity aimed at imparting information and/or instructions to improve the recipient's performance
Use	refers to patrons participating in events or services
Volume	amount, how many, how much

# The “Core Set”

Cohort 1	Perceived “Core” Measure	Cohort 2
McM	Number of items digitized.	
UW, JHU	Number of views (beyond the list level).	
McM	Number of downloads.	UB
JHU	Percentage of library budget coming from the University’s direct allocation.	
UW	Percentage of library budget coming from grants.	
JHU, MCM	Percentage of library budget coming from donors.	UNT, UB
JHU	Percentage of library budget coming from other sources.	UB
JHU, McM, UW	Perceived service level (as identified in LibQUAL or some other type of user survey).	CW, ND, UNT
McM, UW	Number of physical visits to the Library.	ND, UNT
JHU, McM, UW	Percentage improvement on employee satisfaction surveys.	CW, FSU, ND, UB
McM	Number of staff training development sessions offered.	UB, ND

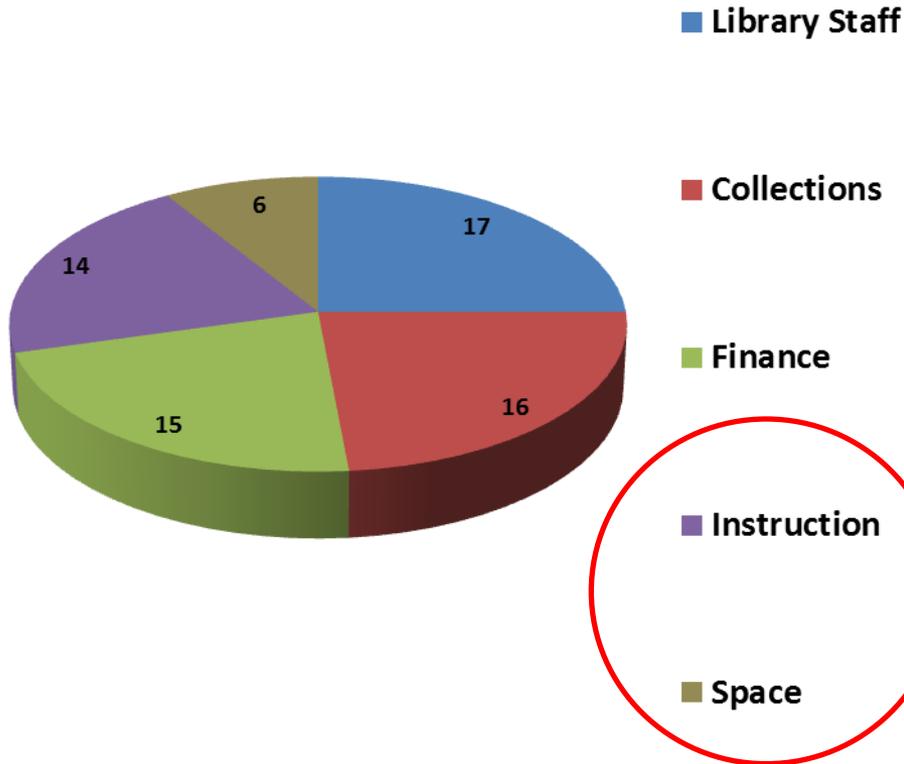
# The Inventory

A	B	C	D	E	F	G	H	I	J	K
Theme	Sub Theme	Cohort	School	Year	Perspective	Measure	Formula	Active / Inactive / Development	Rating (0-5)	Comments
Collections	Volume	Cohort 1	UW	2012	Customer	Delivery services use	Number of office delivery requests	Active	3	Useful for "pilot"; will need suite ongoing
Finance	Budget	Cohort 1	UW	2012	Financial	Revenue diversification	% of annual expenditures that comes from advancement, grants and contracts and sources other than the University's direct allocation	Active	4	
Finance	Budget	Cohort 1	UW	2012	Financial	Institutional investment	Total library expenditures ranking for all U.S. and U.S. public universities	Active	4	Used for budget submissions
Finance	Budget	Cohort 1	UW	2012	Customer	Information resources budget expenditures	ARL stat	Active	4	Good trend data; useful for comparisons with other ARL Libraries
Finance	Fundraising	Cohort 1	JHU	2012	Financial	Donors	percent increase of new donors	Active	3	have not started collecting data
Finance	Revenue Generation	Cohort 1	JHU	2012	Financial	ELP profit	2 percent increase of profit by Entrepreneurial Library Program	Active	4	combines 3 measures from previous year
Collections	Special Collections	Cohort 1	McM	2010	Internal Processes	Research Collections Backlog	number of items in the Research Collection (Special Collections) backlog processed	Active	3	Easy to calculate. Only covers the rare book collection. At some point, want to include archives.
Collections	Use	Cohort 1	McM	2010	Internal Processes	Use of Collection	percent of new monographs that are checked out within 2 years of acquisition	Active	4	This is useful for the sub-set of the collection that it measures, but misses the growing e-book component of the collection. We may have to rethink this in future years as the "vanilla" monograph acquisition moves more to electronic and the print becomes more specialized (foreign language, non-US/UK titles, small publishers, etc.) i.e., if print acquisitions are needed in certain cases but academically accessible to a smaller portion of the user group, is circ still a valid measure of value

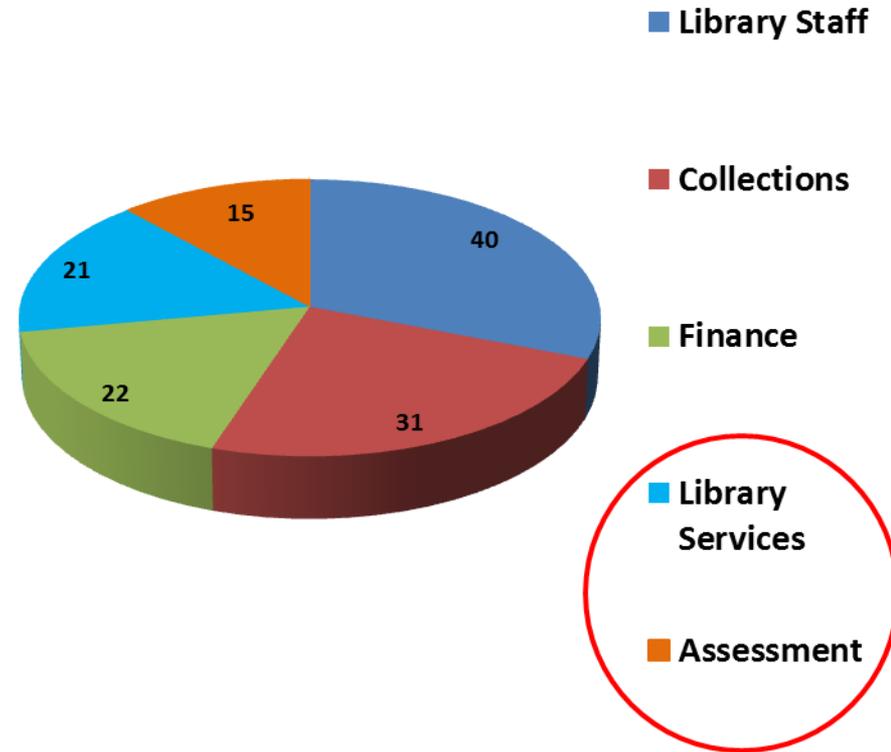
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# Themes with the most measures

## Cohort 1



## Cohort 2



# Library Staff with Sub Theme Climate

Sub Theme	Cohort	School	Formula
Climate	Cohort 1	JHU	percent of staff responding to annual <b>climate surveys</b> (either annual follow up or every 4 year full <b>ClimateQUAL</b> )
Climate	Cohort 1	JHU	percent of change in the 8 key areas tracked by the <b>ClimateQUAL</b> follow up surveys.
Climate	Cohort 1	JHU	improvement in overall <b>ClimateQUAL</b> ratings
Climate	Cohort 1	McM	track score of specific <b>ClimateQUAL</b> questions
Climate	Cohort 1	McM	track score on specific question(s) on a <b>customized survey</b> developed by a consultant
Climate	Cohort 2	ND	At the end of two years, 85% favorable response on ND Voice questions related to <b>organizational effectiveness</b> (Question #16 My department operates efficiently; #68. Work is usually <b>distributed fairly</b> among employees in my department or unit; #61. There is usually sufficient staff in my department to handle the workload
Climate	Cohort 2	ND	improvement in the area of <b>employee empowerment</b> as reflected in a locally created survey or questions from ND Voice (Category 4 deals with empowerment)
Climate	Cohort 2	ND	Percentage of employees who participate in the newly designed <b>service excellence program</b> .
Climate	Cohort 2	ND	Improved <b>communication</b> within the libraries, as demonstrated by the results of an <b>internal survey</b> on communication (questions pulled from ND works or created locally). These questions might be part of a more comprehensive Work Life survey
Climate	Cohort 2	UBuffalo	GPTW survey, <b>ClimateQUAL</b> or similar staff perception and morale survey.
Climate	Cohort 2	UBuffalo	% of managers/supervisors completing <b>self-assessments</b> .
Climate	Cohort 1	UW	% rating excellent/good less % rating fair/poor on <b>Diversity and Organizational Climate Survey</b>

# JUMP TO CONCLUSIONS

# CONCLUSIONS

???

JUMP  
AGAIN

STRIKE  
OUT

COULD  
BE

LOOSE  
ONE  
TURN

YES!

NO!

ACCEPT  
IT

GO  
WILD

ONE  
STEP  
BACK

THINK  
AGAIN

MOOT!

# Original Research Questions



1. Will Cohort 2 teams perceive the inventory and/or the core set as useful?

**YES**

2. Of the two options, which is perceived as most helpful?

**NOT  
CLEAR**

3. Did Cohort 2 teams add, delete, or change measures as a result of the set sharing activity?

**PROBABLY**

# Other Earth-Shattering Findings

- No magic
- Local rules
- Start, stop, start again, stop again, throw it out, start again
- Navel gazing vs. telescope
- How are the measures interconnected?



**QUESTIONS?**