The ICOLC Balanced Scorecard Pilot
The Value of Collaborative Parallel Play

Kathy Perry and Jim Self
Library Assessment Conference
Charlottesville, VA
October 30, 2012
Balanced Scorecard

• Originally in the for-profit arena, but has been adapted for use by mission-driven nonprofits.

• Uses specific, measurable goals from the 4 perspectives: Customer, Financial, Processes, Learning and Growth

• Integrates diverse data into a single system

• Reflects organization’s goals and strategies
8 Participating Consortia

• FEDLINK
• Galileo
• GWLA
• Lyrasis
• NCLive
• NELLCO
• PALNI
• PALNI
• VIVA
8 Participating Consortia

- **FEDLINK** (29 US Federal libraries)
- **Galileo** (2,000 multi-type libraries in Georgia)
- **GWLA** (32 research libraries in 16 states)
- **Lyrasis** (6,000 – all types)
- **NCLive** (201+ academic and public libraries in NC)
- **NELLCO** (118 law libraries – international)
- **PALNI** (23 private academic libraries in Indiana)
- **VIVA** (74 public & private academic libs in VA)
Objectives

1. Recognize that each consortium is unique

2. Work collaboratively
   a. Learn together
   b. Work in parallel
   c. Share ideas and tools

3. Keep the assessment costs low

4. Consider this a pilot for future work
“Consortia are like snowflakes, each one is unique” — Merryll Penson, Galileo
Objectives

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Timeline 2011-12

• Nov. 17, 2011, Charlotte
  Training with Ralph Smith, Orion Development Group
  Homework: Each consortium developed a draft Strategy Map

• January 23, 2012, Dallas
  Training with Ralph Smith, Orion Development Group
  Reviewed Strategy Maps and Measures
  Homework: Each consortium revised Strategy Map and began working on metrics for each objective

• March 22, 2012: conference call

• April 5, 2012: conference call

• April 22, 2012, ICOLC Meeting in Denver

• Next?
Strengths and Weaknesses via email, on post-it notes
November 2011
A Scorecard for VIVA

VIVA Steering Committee
December 1, 2011

Jim Self and Carla Lee, December 1, 2011
Balanced Scorecard Briefing for VIVA Steering Committee
Struggling or declining budgets: State could see it as an opportunity to ameliorate individual library problems. 1: Institutional library budgets could suffer. 2: Institutions cede control of budgets. 4: State could see ULVA as an opportunity to improve efficiencies at state level w/o having to 5: State could reduce ULVA funding as a way to save cash. 6: Institutions could withdraw from sharing agreements if it would save them money.
Opportunity
adapt to changing environment
agile
All SWOTS merged together and sorted into 4 Perspectives, December 1, 2011
VIVA’s mission is to provide, in an equitable, cooperative and cost-effective manner, enhanced access to library and information resources for the Commonwealth of Virginia's nonprofit academic libraries serving the higher education community.

CUSTOMER
- Deliver Value Equitably
- Maximize Access
- Address Expectations

FINANCIAL
- Maximize Resources
- Demonstrate Value
- Fund for the Present & the Future

PROCESS
- Strengthen Communication
- Nurture Collaboration and Engagement
- Ensure Efficient & Effective Operations

LEARNING & GROWTH
- Build Staff Capabilities
- Explore Wider Vision

Optimize VIVA Culture
## Number of Objectives by Consortium and Perspective

(As of January 2012)

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<th>Internal Processes</th>
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## Number of Objectives by Consortium and Perspective

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FEDLINK Strategy Map – DRAFT
March 2012

Exceed Customer Expectations

Customer

- Improve customer expectations
  - Develop broader customer base
  - Develop broader vendor base
  - Expand customer engagement
  - Target services to users

Financial

- Expand Revenue
- Maximize federal purchasing power through strategic sourcing

Process

- Offer value
- Develop new products
- Use strategic sourcing methods
- Analyze information market
- Offer advice and consulting
- Survey vendors and customers
- Research
- Use metrics

Learning & Growth

- Automated systems including social media
- Integrated program planning
- Internal communications
- Staff skills
- Training
- Research
Help Libraries Create a More Educated Georgia

Customer Library User:
- Provide valued services
- Improve perception of value
- Develop foster/shared vision aligned with RACIL priorities

Financial:
- Improve funder's perception of value to increase funding
- Leverage opportunities for efficiencies of scale

Internal Processes:
- Analyze and respond to changing user needs
- Optimize technologies and processes
- Maximize strengths and mitigate pitfalls of collaboration

Organizational Capacity: Learning and Growth:
- Increase staff capacity and capabilities
- Cultivate and develop a learning organization
- Improve collaborative capacity of matrixed organization
GWLA Strategy Map

Member
- Strengthen Members Through Connectivity
- Leverage Collective to Drive Innovation

Financial
- Manage Finances Responsibly and Transparently
- Provide Resources & Tools to Support Strategy
- Plan for the Future

Process
- Operational Effectiveness
  - Communicate Achievements
  - Demonstrate & Measure Program Impact
- Collaboration & Advocacy
  - Leverage Efficiencies
  - Reduce Redundancy (Solve Problems Together Faster)
  - Develop & Execute Strategic Projects
  - Advocate for Libraries on Federal & State Level

Learning & Growth
- Point North: Common Goals & Values
- Provide Learning Opportunities
NC LIVE Strategy Map – Revised v.4 (April 11, 2012)

Vision Statement
NC LIVE will be North Carolina’s first and best partner for library excellence.

Deliver Value to Member Libraries

Build Awareness

Strengthen Communication

Require Excellent Customer Experiences

Provide Shared Solutions

Collaborate for Innovation

Maximize Resources

Diversify Funding

Build for the Future

Sharpen Focus

Organizational Readiness

Financial

Process

Content & Services

Customer

Centralize Content Provision

Manage Diverse Needs

Demonstrate Collaborative Power

Optimize Staff Expertise
NELLCO, an international consortium of law libraries, advances justice through access to global legal information. Together NELLCO libraries collaborate to maximize resources and to support the missions of their institutions. NELLCO members share the risks and rewards of implementing innovative ideas, and capitalize on enduring successes.
Enhance the teaching and learning missions of private higher education in Indiana by optimizing resources and services while strengthening leadership and professional development.

**PALNI Strategy Map**

- **Advance Teaching and Learning Missions at Supported Organizations**

**Enable libraries to demonstrate relevance and value**

- **Create Efficiencies so we can provide more services with the money we have**
- **Increase Partnerships to Add Services and Reduce Costs**
- **Increase PALNI Influence**
- **Improve Budget Accuracy and Priority Alignment**
- **Assess PALNI Tools, Services and Operations**
- **Configure Tools to Support User Information Needs**

**PALNI INSTITUTIONS’ STUDENTS & STAFF**

- **Financial**
  - **Process**
  - **Learning & Growth**

- **FINANCIAL**
  - **PROCESS**
  - **LEARNING & GROWTH**

- **Improve Teaching Pedagogies and Strategy**
- **Develop PALNI Shared Services**
- **Develop Marketing & Outreach for PALNI & Libraries**
- **Configure Tools to Support User Information Needs**
- **Scan the Information Industry Environment**
- **Develop Library Staffs’ Expertise and Understanding of User Needs**
- **Clarify Current PALNI Planning, Projects, Goals and ALL Responsibilities (Point North)**
- **Cultivate Collaboration of ALL Library Staff**

**Enhance the teaching and learning missions of private higher education in Indiana by optimizing resources and services while strengthening leadership and professional development.**
VIVA’s Strategy Map
(as of August 2, 2012)

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SAMPLE DEFINITION

BSC Perspective: Financial

BSC Strategic Category: Fund for the Present and Future (revised draft 4/19/2012 ssg)

Measure: F.3.1 VIVA Collections Expenditures per FTE

Definition:
The objective of this performance indicator is to assess VIVA collections expenditures from VIVA central funds related to the number of FTE enrolled by VIVA public institutions.

Data:
The total expenditure for collections of VIVA funds for public institutions in a full financial year is divided by the number of FTE for public institutions. This measure is calculated annually.

#### etc. ####

Interpretation and factors affecting the measure:
A higher dollar value per FTE is usually considered as good. It indicates that the General Assembly of the Commonwealth of Virginia acknowledges VIVA’s value and success in achieving its mission to nonprofit academic libraries serving the higher education community. Higher funding may allow VIVA to offer expanded and important collections to its users.

#### etc. ####

Target:
Lessons Learned

• Some consortia are working out how the Balanced Scorecard fits with their existing strategic plans

• Strategy Maps were refined and generally became “progressively less dense”, as we reduced the number of objectives.
Lessons Learned

• We did manage to keep costs very low
• It really helps to have a facilitator
• We are all unique, but there are similarities and value in collaborating
  • Deadlines helped us all focus
  • In all cases, our Strategy Maps have the customer at the top
  • Similarities in many of the objectives
  • Expect to see similarities in our metrics as well.
Lessons Learned

• Be careful using the word “And”. Wouldn’t say “never use it”, but think about it. Does it mean 2 different initiatives or 2 different things?

“It is unnecessarily verbose and wordy!”

--Jim Self, April 22, 2012
In Summary…

• It’s not rocket science, but it’s not easy.
• It’s not easy, but it’s worth it.

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-- Joni Blake, April 22, 2012
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