Balanced Scorecard Implementation

agility and innovation through experimentation
the BSC was an integral part of & natural outgrowth from our strategic planning process, not an independent exercise
# KSL Strategic Plan:
*an integrated plan and a working document*

<table>
<thead>
<tr>
<th>Element</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission &amp; Vision</td>
<td>New organizational structure emanates from the mission and mirrors the key words of the vision</td>
</tr>
<tr>
<td>Goals</td>
<td>No library goals – the university’s goals are the library’s goals</td>
</tr>
</tbody>
</table>
| Objectives     | Clearly articulates:  
                    • Broad objectives: easily remembered & progress can be tracked  
                    • Establishes team and individual accountability  
                    • Success metrics provide qualitative, quantitative, and time-based criteria  
                    • Dashboards for tracking progress                                                                                                               |
| Implementation  | • New organizational design (with staff reassigned and retrained based upon strategic priorities)  
                    • Budget structure and allocations redesigned for effective spending and assessment                                                               |
KSL Strategic Plan: Visualization

- **Open**
  - **Collection**
    - L1-CWRU community needs
    - L2-Expand scholarly content availability
    - L3-Digital learning & research strategy
    - D.2-Collaborative global content development
    - C.1-Strengthen content partnerships
    - T.2-KSL development program

- **Personalized & Collaborative**
  - **Connection**
    - L1.1- Understand CWRU community needs
    - L3-Digital learning & research strategy
    - L4-Student fluency in knowledge discovery
    - L5-Destination for intellectual pursuits
    - D.1-Global diversity support services
    - D.2-Collaborative global content development
    - C.2-Alumni and community engagement

- **Agile & Innovative**
  - **Creation**
    - L1.1-Understand CWRU community needs
    - L5-Destination for intellectual pursuits
    - D.1-Global diversity support services
    - D.2-Collaborative global content development

- **Knowledge & Creativity Commons**
  - **Curation**
    - L2-Expand scholarly content availability
    - D.2-Collaborative global content development
    - T.1-Service assessment & accountability
    - T.2-KSL development program

- **Impact**
- **Integrity**
- **Community**
- **Diversity**
Vision:

The Kelvin Smith Library will be the information laboratory for knowledge *collection, connection, creation, and curation*. 
KSL: the knowledge & creativity commons

Mission Statement

Public Engagement & Administration

General Administration

Human Resources & Diversity

Creation & Curation

Digital learning, scholarship & technology

Scholarly Resources & Special Collections

Academic Engagement

Research Services

[connections] Access & Delivery Services

Collection Acquisition & Metadata

[collections]
## Summary of the Rapid Planning Cycle

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2010</td>
<td>Environmental Scan</td>
</tr>
<tr>
<td>January 2011</td>
<td>Mission, Vision, Values</td>
</tr>
<tr>
<td>Feb - March 2011</td>
<td>Goals and Objectives</td>
</tr>
<tr>
<td>April 2011</td>
<td>Plan approved by Faculty Senate</td>
</tr>
<tr>
<td>May 2011</td>
<td>Organizational redesign planning began</td>
</tr>
<tr>
<td>June 2011</td>
<td>Balanced Scorecard implementation began</td>
</tr>
<tr>
<td>September 2011</td>
<td>BSC Strategy Map completed</td>
</tr>
<tr>
<td>October 2011</td>
<td>New organizational design and academic status criteria began</td>
</tr>
<tr>
<td>Nov. – Dec. 2011</td>
<td>Worked with new Team Leaders &amp; teams to define team operational goals and responsibilities for each strategic objective</td>
</tr>
<tr>
<td>Jan. – March 2012</td>
<td>Defined specific measures, targets &amp; initiatives for each objective</td>
</tr>
<tr>
<td>April 2011</td>
<td>Incorporated organizational goals and metrics into individual performance plans and learning objectives</td>
</tr>
<tr>
<td></td>
<td>FY2013 budget redesign around new organization</td>
</tr>
</tbody>
</table>
**Library Strategic Change Agenda**

<table>
<thead>
<tr>
<th>From</th>
<th>Strategic Focus</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passive funding model based on annual need</td>
<td>Financial Sustainability</td>
<td>Long-term financial development &amp; growth</td>
</tr>
<tr>
<td>Restrictive funding structure</td>
<td>Strategic Budgeting</td>
<td>Flexible and responsive funding structure</td>
</tr>
<tr>
<td>Single subject based collecting</td>
<td>Strong Collections</td>
<td>Interdisciplinary collecting based on users’ need</td>
</tr>
<tr>
<td>Librarian-centric collections &amp; operations</td>
<td>Strong Collections</td>
<td>Collaborative, predictive &amp; demand-driven services</td>
</tr>
<tr>
<td>Passive connections &amp; collaborations</td>
<td>Enriched Engagement</td>
<td>Strategically embedded &amp; proactive approach</td>
</tr>
</tbody>
</table>
BSC: an organizing structure, not the metrics

Success Metrics

• Finishing the job is not the same as success
• Required rigorous, measurable and unambiguous indicators of quality and quantity
• Assigned responsibility and accountability
• Apply data to encourage continuous refinement

“Next, an example of the same procedure when done correctly.”
Mission: KSL is the knowledge and creativity commons of CWRU

Vision: KSL – the information laboratory for knowledge collection, connection, creation & curation
**Mission:** KSL is the knowledge and creativity commons of CWRU

**Vision:** KSL will be the information laboratory for knowledge collection, connection, creation and curation
# Research Services Team

## Customer Perspective

**Strategic Objective I2:** Implement a strategy to grow relevant and valuable collections that support teaching and research

**Initiative:** Citation analysis of the publications of CWRU recently-tenured faculty and dissertations of CWRU graduate students to measure usage and access to sources from CWRU physical and online resources.

**Measure:** Percentage of works cited that are available through CWRU libraries and online access.

**Target:** First year: 80% of content cited is available through CWRU libraries (physical and online) to establish baseline. Future year's goal: increased percentage and possibly separate book vs. journals comparison.

**Initiative:** Analysis of OhioLINK and ILL requests made to determine collection gaps so purchasing decisions can be made to add materials in those subject areas.

**Measure:** List of items with multiple requests including number of requests, plus price of ILL versus ownership.

**Target:** 100% handling by RSLs and decisions made on all items with multiple requests.

## Services and Engagement Perspective

**Strategic Objective I4:** Increase student fluency in knowledge discovery and processing.

**Initiative:** Develop a new curriculum that will enhance student fluency in knowledge discovery and processing.

**Measure:** Number of classes offered for formal instruction; number of tools/platforms developed; assess improvement of students work on papers, tests and/or projects.

**Target:** 20% increase of users reached through instruction efforts each year; First year: establish baseline of improved student performance on assignments, research, and other work products.
Strategic Objective 15: Make KSL the physical destination for intellectual pursuits.

Owner
Gina Midlik: Team Leader, Planning, Budgets and Assessment

Building Usage

Analysis
Target for this objective is to increase the overall building use by 5% annually. The automated door counter statistics reflect a 3.6% increase in building use from fall 2010 to fall 2011. For the first two months of Spring 2012 we are slightly higher in gate counts from the previous spring semester. Usage statistics are being gathered for the collaboration rooms and new active collaboration classroom with telepresence.

Chart Data

<table>
<thead>
<tr>
<th>Period</th>
<th>Status</th>
<th>Gatecount</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep-Dec 2010</td>
<td>On track</td>
<td>134,507</td>
<td>-9.93%</td>
</tr>
<tr>
<td>Jan-Apr 2011</td>
<td>Watch it</td>
<td>121,154</td>
<td>-9.93%</td>
</tr>
<tr>
<td>Sep-Dec 2011</td>
<td>On track</td>
<td>144,907</td>
<td>19.61%</td>
</tr>
<tr>
<td>Jan-Apr 2012</td>
<td>On track</td>
<td>180,175</td>
<td>24.34%</td>
</tr>
</tbody>
</table>

Recommendations
Keep tracking usage stats for complete fiscal year, acquire baseline stats for new services - ACR and collaboration stations. Review current enrollment statistics. Implement LibQual survey for satisfaction results.

Last Updated
May 1, 2012
Recent and Next Steps

**Embedded organizational objectives** and success metrics into individual staff performance plans & goals

**Begin full implementation**

- Monitor performance under success metrics
- Create dashboards
- Implement 3-year strategic budget plan
- Assess progress and refine metrics based upon experience
Further Information

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- **Gina Midlik**, Team Leader, Planning, Budget & Assessment  
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