Mapping the success and significance of our service

Monica Hammes
University of Pretoria

Research Libraries Consortium Academy
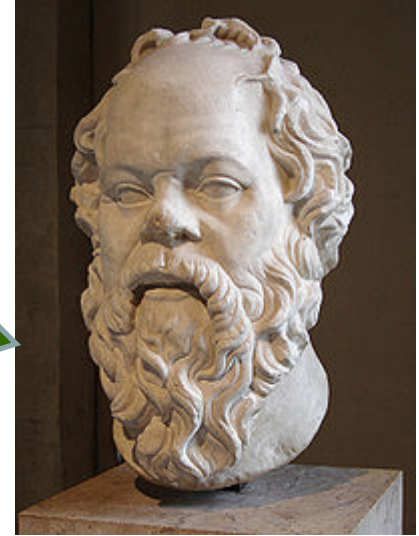*22 April 2010*

Outline

- **Accountability**
- **From Balanced Scorecard to Strategy Map**
- **Case study: University of Pretoria Open Scholarship Programme**
- **Conclusion**
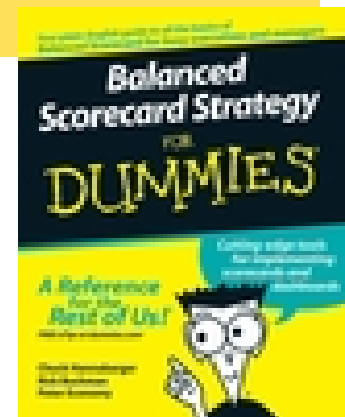- **Team effort**

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Τηε υνεξαμινεδ λιφε ισ νοτ ωορτη λιϖινγ = the unexamined life is not worth living

Socrates 469-399 B

If you are not keeping score, you are just practicing

Only high profile sports teams can afford to practice at such high costs, the rest of us are competing for scarce resources

Accountability is everybody's business

Die bok stop hier...

- We have to provide evidence of the value/ return on investments made in us
- In ways that show that we understand what is important for our clients and stakeholders
- Making sure that our contribution is acknowledged

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Fantastic document : busy-ness at its best!

But does it say anything about real university issues?

So what!

UNIVERSITY OF PRETORIA LIBRARY SERVICES
Contribution to UP Excellence 2009

RESEARCH CONTRIBUTION

- 2 316 077 articles downloaded from online journals licensed by the Library Services
- 5 663 011 searches on citation indexes licensed by the Library Services
- 13 314 interlending documents delivered to UP clients
- 10 524 individual training sessions
- Information literacy and research training for postgraduate students as part of coursework, Research Methodology and Postgraduate Research Support
- Contribution to research audit and report: 76 articles "discovered" = 44.25 units
- The University received a return of R1.31 in research grant income for every Rand invested in the Library

The 2009 LibQUAL+® survey (253 academic staff + 835 postgraduate student respondents) indicates:
- 84% commend the staff for their willingness to help their professional behaviour and for their know
- 80% find the library web site an enabling
- The information resources are below needs

TEACHING AND LEARNING CO

- 611 information students
- 40 969
- 128 436 s ... ctions
- 227 628 on
- 2 832 069 lib graduates)
- 647 ClickUP inf ges
- Study centre (Ma s) open 132 hours per week
- Learning Centre in the Merensky Library provides a knowledge commons service to undergraduates

The 2009 LibQUAL+® survey (2 264 undergraduate student respondents) indicates:
- 81% find the library web site an enabling tool for independent work
- 80% commend the staff for their willingness to help
- 80% find the electronic resources needed for their studies
- 79% regard the library as a haven for study, learning and research

ONLINE LIBRARY SERVICE

- Resources, general and reference services available to the UP community 24/7, anytime, anyplace
- 62 701 online journals
- 275 668 electronic books (892 licensed, the rest free)
- 4 214 UP theses online (UPeTD)
- 9 976 items in institutional repository (UPSpace)
- 178 352 pages digitized for UPSpace collections including SA Veterinary Journal (1903+)
- 40 blogs and 9 wikis (Library 2.0 products)

ONLINE LIBRARY USAGE

- 2 316 077 articles downloaded from online journals licensed by the Library Service at an average cost of R11.15 per article
- 1 151 870 library web site visits, 7 504 901 files downloaded
- 4 453 201 files downloaded from e-theses repository (UPeTD)
- 782 905 pages viewed on institutional re ry (UPSpace)
- 616 011 online books downloaded
- 40 969 pages downloaded fr ollection
- 227 628 online exam p
- 1 128 reference qu

PHYSICAL LIB

- (see map)
- 32 hours per week
- onal + 82 support + 85 hourly)
- students + 171 in library training rooms
- er book volumes (983 360 titles)
- print journal volumes
- 9 subscriptions to print journal titles

PHYSICAL LIBRARIES USAGE

- 2 396 924 library visits excluding ORTambo Law Library (mostly undergraduates)
- 14 158 visitors (highest) on one single day in Merensky Library
- 271 856 visitors during August in all libraries
- 552 058 books and other physical media loaned
- 77 884 books and journals used inside libraries
- 128 436 short loans from reserved (study) collections
- 8 316 779 photocopies made
- 5 385 678 pages printed on network printers

LEADERSHIP/INNOVATION/PARTNERSHIPS/EVENTS

- African Digital Scholarship and Curation Conference
- E-research seminar
- Institutional repository workshops
- Leading role in game-based learning
- 1st SA Web2 Workshop
- Participation in World Digital Library
- 1st Carnegie Library Leadership Academy
- Veterinary Science Library named after Jotello F Soga (1st South African to qualify as a veterinarian)
- World Book Day celebration
- Open Access mandate for research papers
- Malaria Virtual Research Environment (VRE) project

Section of Centenary tapestry in the Merensky Library created by Karos (read more at http://www.library.up.ac.za/aboutus/quilt.htm)

http://www.library.up.ac.za/quality/docs/ContributionToUPExcellence2009.pdf

Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.

Albert Einstein 1879-1955

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
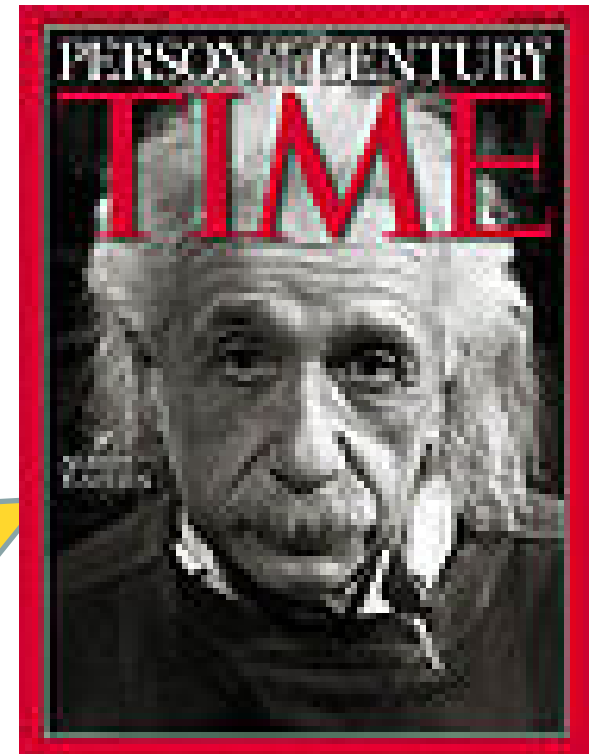
How libraries stack up: 2010

In America, we go to libraries to find jobs, create new careers and help grow our small businesses. We borrow books, journals, music and movies. We learn to use the latest technology. We get the tools and information needed to reenter the workforce. We get our questions answered, engage in civic activities, meet with friends and co-workers and improve our skills at one of the 16,600 U.S. public libraries. Every day, our public libraries deliver millions of dollars in resources and support that meet the critical needs of our communities.

Here are a few of the ways that our public libraries stack up.

Every day 300,000 Americans get **job-seeking help** at their public library.

Source: OCLC, 2010, primary research; ALA, 2010, "A Perfect Storm Brewing."

Hot spots

U.S. public libraries with free Wi-Fi: **12,000**

Starbucks: **11,000**

Borders and Barnes & Noble: **1,300**

Most public libraries provide free wireless Internet access for their users. Nearly 12,000 now offer free Wi-Fi. That's more than Starbucks, Barnes & Noble or Borders.
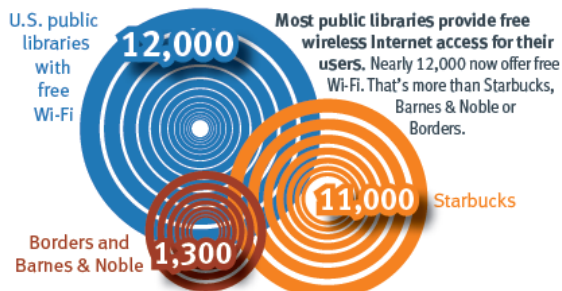
Sources: ALA, 2009, "Libraries Connect Communities 3: Public Library Funding & Technology Access Study, 2008–2009"; Starbucks corporate communications; www.borders.com; www.barnesandnobleinc.com.

It's in our wallets

Library cards are about as prevalent as credit cards. **Two-thirds of Americans have a library card.** For many young people, the first card in their wallet is a library card.

181 million credit card holders

151 million public library card holders

Sources: ALA, "The State of America's Libraries, 2009"; U.S. Census Bureau, population estimates for those aged 20 and over; Statistical Abstract of the United States, 2010.

Taking care of business

2.8 million times every month

business owners and employees use resources at public libraries to support their small businesses.

Source: OCLC, 2010, primary research.

Getting technical

U.S. public libraries offering free technology classes: **5,400**

Businesses offering computer training: **4,000**

More libraries—5,400—offer technology training classes than there are computer training businesses in the U.S. Every day, 14,700 people attend free library computer classes—a retail value of $2.2 million. That's $629 million worth of computer classes annually (based on 286 business days per year).

Sources: ALA, 2009, "Libraries Connect Communities 3: Public Library Funding & Technology Access Study, 2008–2009"; ReferenceUSA Business and Residential Directory; OCLC, 2010, primary research; www.geeksquad.com.

We need to report our findings in ways that speak to the concerns of our users

http://www.oclc.org/reports/stackup/default.htm

…and ensure that our contribution is acknowledged

The Library was here!

UNIVERSITY OF THE WITWATERSRAND
JOHANNESBURG

New Hominid Species Discovery
Australopithecus sediba

Click Here

Are you the cocoa or the eggs?

- **Successful research is the synergistic combination of numerous factors and 'ingredients' of which the library's contribution is [unfortunately] not the most important**
- **It is therefore very difficult to isolate and measure our contribution**
- **We have to be ingenious and try out new ways to measure and illustrate success**
- **A strategy map is a useful tool to reveal integrated thinking and value**

11

Balanced Scorecard Basics 1992-

- **4 Perspectives:**
  -financial
  -customers
  -internal business processes
  -learning and growth

- **5-6 good measures for each**

- **Most important perspective at 12h00**

- **Goal: balance and future readiness**

- **Compatible with the needs of non-profit organizations but they should also pay more attention to financial measures**

Source: Balanced Scorecard Institute

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
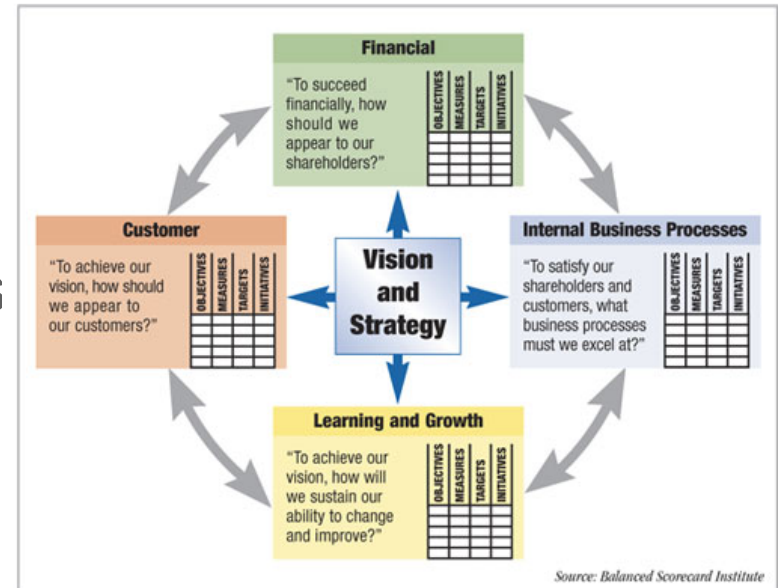
1st Generation Shortcomings

- **Vagueness**
- **Lack of direction with regard to measure selection (from a vast range of possibilities) and measure clustering: quite often measures for the different perspectives did not address the same issue and hence did not create a coherent picture**
- **Confidence and resulting buy-in was low**
- **Disappointing results**

New Insights → 2nd Generation

Successful implementation was reported whenever the BSC supported major strategic initiatives →

robmillard.com

Additional perspectives will not necessarily guide the organisation towards doing and measuring the right things

The right things are already included in the strategic plan →

MEASURE STRATEGY IMPLEMENTATION AND EXECUTION!

2nd Generation: The Strategy Map

A strategy map is a coherent one page view of the relationships between the promise to clients and stakeholders, the financial goals, the necessary internal processes, the resources needed to implement the strategy and appropriate measures for success.

Unpacking and translating strategy to make it

MEANINGFUL, ACTIONABLE, MEASURABLE

Developing the strategy map

"Client/Stakeholder value proposition"

Client/ Stakeholder perspective	**1. Identify clients and stakeholders, develop client/stakeholder value proposition.**

5. Indicate logical linkages

Financial perspective — **2. Identify financial goals**

6. Identify appropriate measures

Internal processes perspective — **3. Describe internal processes necessary to fulfill financial goals and client/stakeholder value proposition in terms of Operations Management, Customer Management and Innovation**

Learning and Growth Perspective — **4. Identify and describe the Human Capital, Information Capital and Organizational Capital that will provide capacity to drive the other three perspectives**

The following 6 slides demonstrate the concept with a strategy map for the University of Pretoria's Open Scholarship programme of which the main goal is to provide open access to UP theses and dissertations, published research and conference papers and to facilitate publishing in open access journals (http://www.library.up.ac.za/openup/index.htm)

1: Develop client/stakeholder value proposition

"Client/Stakeholder value proposition"

Client/Stakeholder perspective

1. **Identify clients and stakeholders, develop client/stakeholder value proposition. A value proposition is a clear statement of the tangible results a customer gets from using your products or services.**

Financial perspective

Internal processes perspective

Learning and Growth Perspective

International researchers and public
 # Free and easy access to quality research results
 # Remote online access
 # Manageable down-loading

UP Researchers (staff and post-graduate students)
 # Visibility
 # One-stop access to own publications
 # Effective research reporting
 # Guaranteed archiving
 # Uncomplicated submission process

UP and Other Stakeholders
 # Comprehensive view of research
 # Increased impact and reputation
 # Efficient research reporting → more income
 # Mutually advantageous relationship with publishers

2: Identify financial goals

Client Stakeholder perspective

Cost-effective programme

Financial perspective

Internal processes perspective

Let others and computers do the work

More research related income for University

Learning and Growth Perspective

3: Describe internal processes

Client/Stakeholder perspective

Financial perspective

Internal processes perspective

Learning and Growth Perspective

Implement mandates: coordinate combined effort
Build and manage repositories
Manage quality
Negotiate with publishers on copyright
Contribute to research report

Develop policy and standards
Embed UPeTD fully in postgraduate programme using Oracle
Migrate UPeTD (theses and dissertations) to new platform

Operations management

Customer management

Innovation

Create positive comfort zone for self-archiving (researchers), and advocacy (library staff):
Develop infrastructure
Provide information, guidance, support
Provide training and training material
Lobbying, advocacy, marketing

4: Identify and describe capacity needs

Client/ Stakeholder perspective

Financial perspective

Internal processes perspective

Learning and Growth Perspective

Information capital
 # Customize/integrate systems: DSpace, Oracle, RIMS
 # Capture and re-use our knowledge
 # Create copyright/accreditation databases

Human capital
 # Develop strategic competencies (project management and quality editing)
 # Raise strategic awareness
 # Optimise "virtual" teamwork
 # Develop the ability to assess progress

Organizational capital
 # Coordinated Library and UP operations
 # Strengthened strategic alliances with Dept Research Support, faculties, publishers and Academy of Science of SA

Human capital (skills, knowledge, training)

Information capital (systems, databases, networks, own knowledge)

Organizational capital (culture, leadership, alignment, teamwork)

5: Add logical linkage

STRATEGY MAP FOR THE UNIVERSITY OF PRETORIA'S OPEN SCHOLARSHIP PROGRAMME

"Client/Stakeholder value proposition"

Client/ Stakeholder perspective

International researchers and public
Free and easy access to quality research results
Remote access
Manageable down-loading

UP Researchers (staff and students)
Visibility
One-stop access to own publications
Effective research reporting
Guaranteed archiving
Uncomplicated submission process

UP and Other Stakeholders
Comprehensive view of research
Increased impact and reputation
Efficient research reporting → more income
Mutually advantageous relationship with publishers

Financial perspective

Cost-effective programme

Let others and computers to do the work

More research related income for university

Internal processes perspective

Operations management
Implement mandates: coordinate combined effort
Build and manage repositories
Manage quality
Negotiate with publishers on copyright
Contribute to research report

Customer management
Create positive comfort zone for self-archiving (researchers), and advocacy (library staff):
Infrastructure
Provide information, guidance, support
Provide training and training material
Lobbying, advocacy, marketing

Innovation
Develop policy and standards
Embed UPeTD fully in postgraduate programme with Oracle
Migrate UPeTD (theses and dissertations) to new platform

Learning and Growth Perspective

Human capital (skills, knowledge, training)

Develop strategic competencies (project management and quality editing)
Raise strategic awareness
Optimise "virtual" teamwork
Develop the ability to assess progress

Information capital (systems, databases, networks, own knowledge)

Customize/Integrate systems: DSpace, Oracle, RIMS
Capture and re-use our knowledge
Create copyright/accreditation databases

Organizational capital (culture, leadership, alignment, teamwork)

Coordinate Library and UP operations
Strengthen strategic alliances with Dept Research Support, faculties, publishers and Academy of Science of SA

6: Identify and describe measures

STRATEGY MAP FOR THE UNIVERSITY OF PRETORIA'S OPEN SCHOLARSHIP PROGRAMME

"Client/Stakeholder value proposition"

Client/ Stakeholder perspective

International researchers and public
- # Free and easy access to quality research results
- # Remote access
- # Manageable down-loading

UP Researchers (staff and students)
- # Visibility
- # One-stop access to own publications
- # Effective research reporting
- # Guaranteed archiving
- # Uncomplicated submission process

UP and Other Stakeholders
- # Comprehensive view of research
- # Increased impact and reputation
- # Efficient research reporting → more income
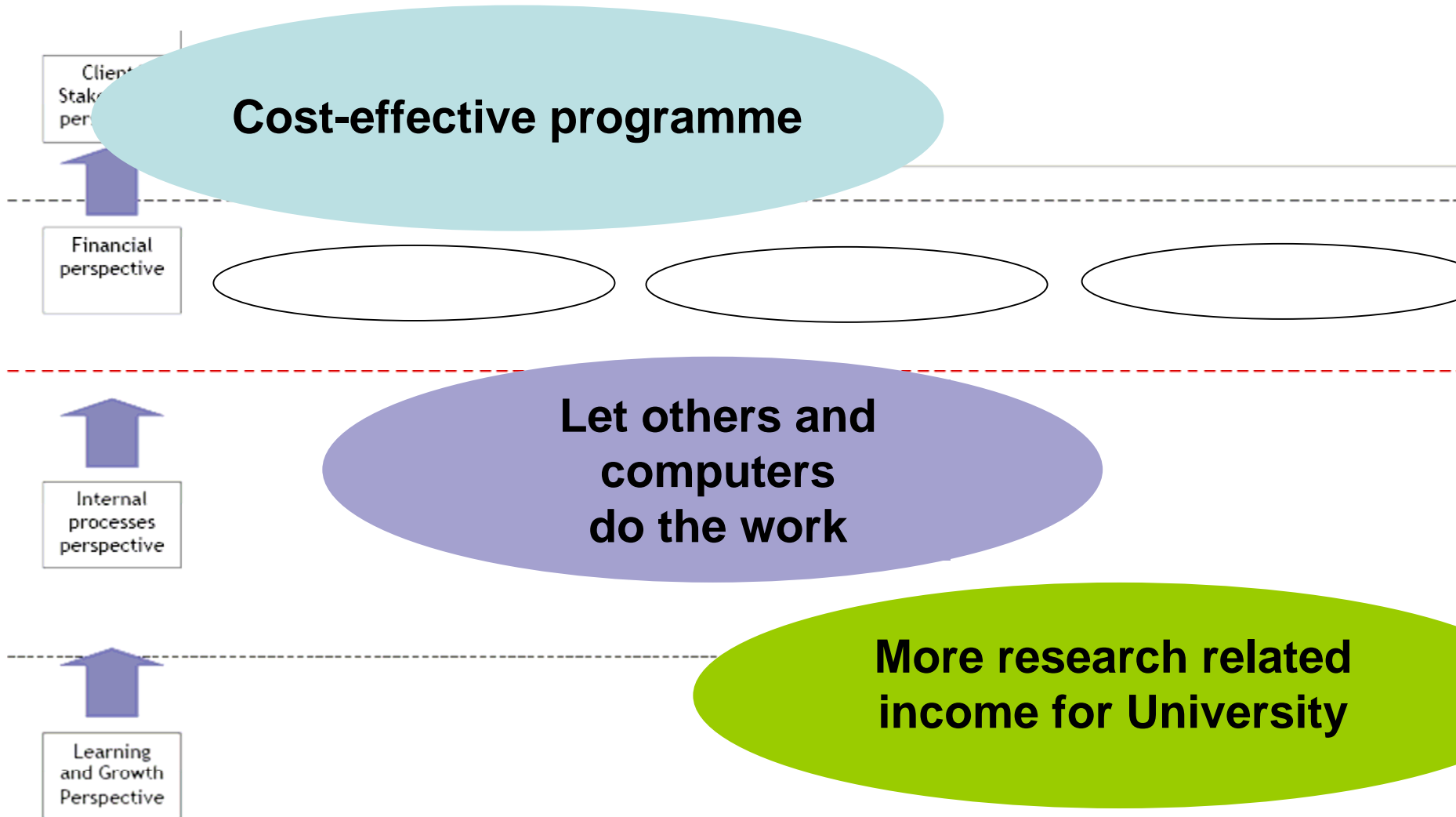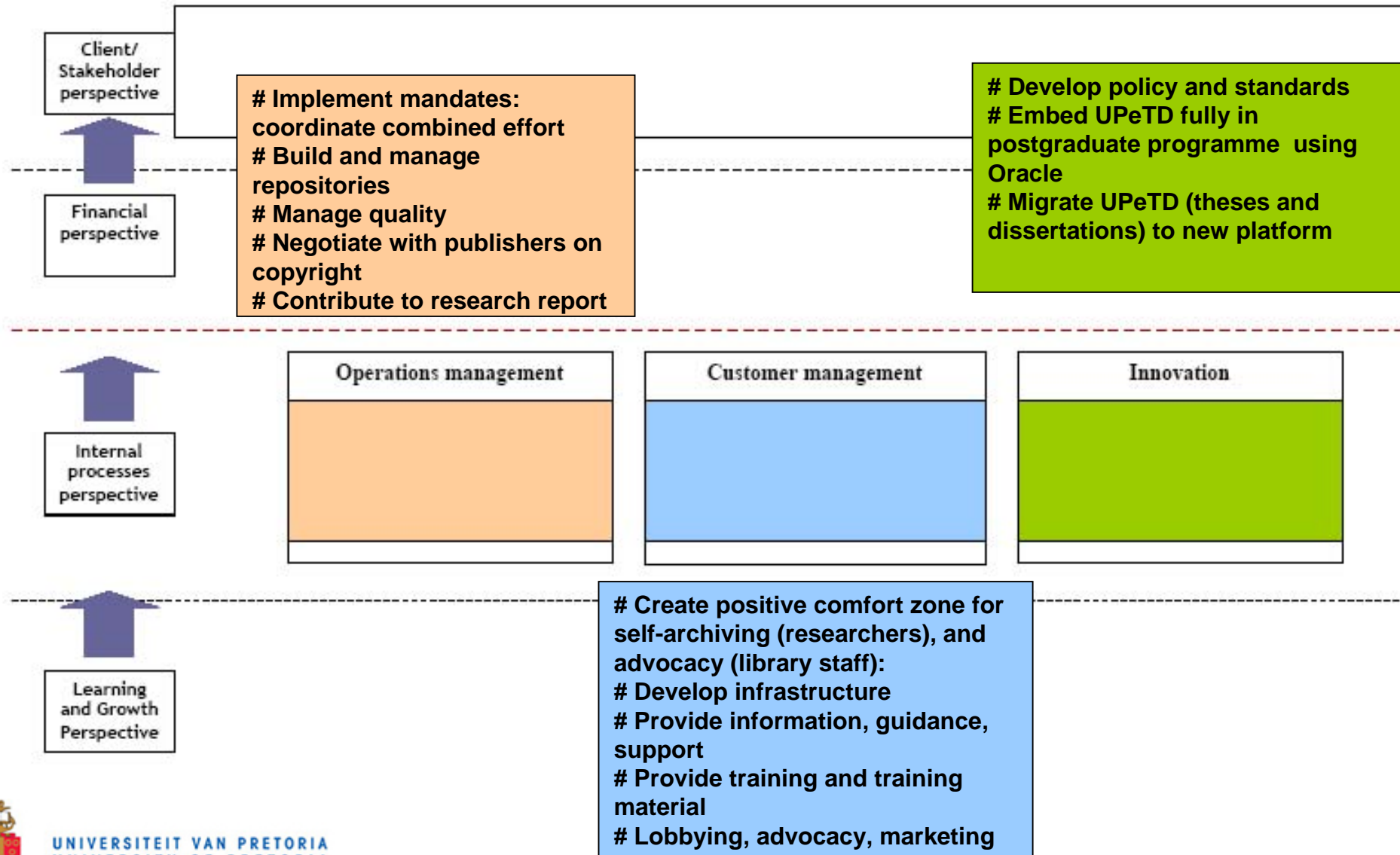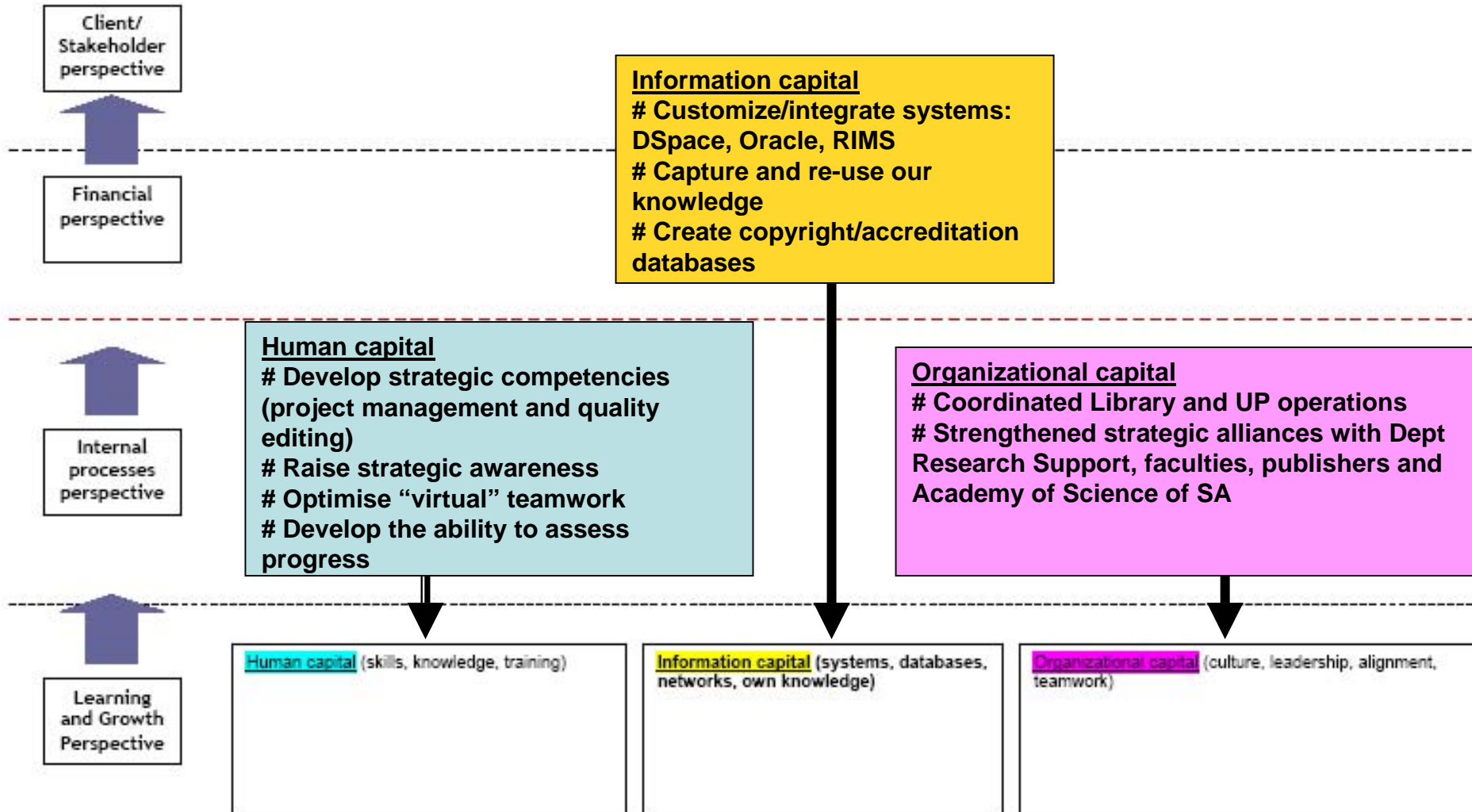- # Mutually advantageous relationship with publishers

 # Collection growth
 # Collection usage
 # Anecdotal evidence

Financial perspective

Cost-effective programme

Let others and computers to do the work

More research related income for university

 # Submission cost per item
 # % self-submissions
 # Monetary value of "discovered " papers

Internal processes perspective

Operations manag...
- # Implement mandates: coordinate combined effort
- # Build and manage repositories
- # Manage quality
- # Negotiate with publishers on copyright
- # Contribute to research report

- # Create positive comfort zone for self-archiving (researchers), and advocacy (library staff):
- # Infrastructure
- # Provide information, guidance, support
- # Provide training and training material
- # Lobbying, advocacy, marketing

Innovation
- # Develop policy and standards
- # Embed UPeTD fully in postgraduate programme with Oracle
- # Migrate UPeTD (theses and dissertations) to new platform

 # Copyright issues resolved
 # Collection growth

 # % self-submissions

Learning and Growth Perspective

...ining)
- # Develop strategic competencies (project management and quality editing)
- # Raise strategic awareness
- # Optimise "virtual" teamwork
- # Develop the ability to assess progress

Information capital (systems, databases, networks, own knowledge)
- # Customize/integrate systems: DSpace, Oracle, RIMS
- # Capture and re-use our knowledge
- # Create copyright/accreditation databases

Organizational capital (culture, leadership, alignment, teamwork)
- # Coordinate Library and UP operations
- # Strengthen strategic alliances with Dept Research Support, faculties, publishers and Academy of Science of SA

Conclusion

- **Effective tool for clarifying, translating and communicating strategy**

- **Simplifies implementation and monitoring of progress**

- **Holistic view of strategy and progress**

- **Very effective for developing measures for new initiatives**

- **Limited to one programme it is manageable, sustainable and transferable**

- **It will be a useful tool for measuring the success of the Carnegie project**

Thank you!

Questions and comments

monica.hammes@up.ac.za