Mapping the success and significance of our service

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Outline

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

• 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
Fantastic document: busy-ness at its best!

But does it say anything about real university issues?

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

http://www.oclc.org/reports/stackup/default.htm
The Library was here!

...and ensure that our contribution is acknowledged
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.

Are you the cocoa or the eggs?
**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
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
Successful implementation was reported whenever the BSC supported major strategic initiatives.

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

1. Identify clients and stakeholders, develop client/stakeholder value proposition.

2. Identify financial goals

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

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

5. Indicate logical linkages

6. Identify appropriate measures
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

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.

International researchers and public
# Free and easy access to quality research results
# Remote online access
# Manageable downloading

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

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

Cost-effective programme

Let others and computers do the work

More research related income for University
3: Describe internal processes

- 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

- 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

- **Human capital**
  - Develop strategic competencies (project management and quality editing)
  - Raise strategic awareness
  - Optimise “virtual” teamwork
  - Develop the ability to assess progress

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

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

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

Human capital (skills, knowledge, training)

- Develop strategic competencies (project management and quality editing)
- Raise strategic awareness
- Optimize "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

- # Collection growth
- # Collection usage
- # Anecdotal evidence

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

- # Copyright issues resolved
- # Collection growth

- # % self-submissions
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

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