

1. User Centered Services Scorecard Provide patrons with exemplary and consistent service in all aspects of library operations.					
MVV: The VCU Libraries promotes the success of our students; invigorates research and scholarship; advances the health care and outreach missions of the university with exemplary collections, services, spaces, and staff; opens doors to learning and discovery.					
ID	Objective	Measure	Target	Plan	Notes
User Perspective					
U1	Improve users' service experience	"Service experience" section of LibQual, departmental surveys, focus groups, VLAC, CLUAC, Suggestion Blog	Improve LibQual gap scores for AS-1-9; Establish benchmarks with other survey tools; Decrease in repeat complaints to the Suggestion Blog	Identify service standards; Train and educate service desk staff	
U2	Easy access to resources not available at the VCU Libraries	ILL fill rate and turnaround time; VCUL benchmark data; LibQual gap scores for IC-11	Positive gap score for LibQual IC-11; Improved ILL fill rate; Improved ILL turnaround time	Investigate user resistance to ILL services; Increase visibility of ILL; Increase ease of use of ILL services; Investigate and model peers	
Internal Processes Perspective					
P1	Respond quickly to users service and instructional needs	Self- or departmental-assessment; Decrease time to ramp up new services or programs	Streamlined proposal approval and budgeting processes; Allocation of funding for "project pool"	Clarify proposal reporting processes; determine funding sources	
P2	Develop pervasive culture of service excellence	LibQual "service experience" scores; "Mystery shopper" scores	LibQual "service experience" scores equal to mean of all scores nationally; Strong "mystery shopper" scores	Implement program for service improvement which will have many elements; Identify benchmarks	Investigate value of alternative survey instruments, such as Inquisite Survey
Innovation and Learning Perspective					
L1	Strengthen employees' ability to answer questions	LibQual question AS-5, survey results; % of staff trained; Conferences, workshops attended	Improve LibQual gap scores for AS-5	Develop program of orientation, training and continuing education	Investigate ways to empower employees to be responsive to users' needs while still applying regulations/procedures responsibly
Financial Perspective					
F1	Develop most effective model for staff funding to support	Allocation of staff funding for user services benchmarked	Allocation of funding for user services as a portion of overall	Review staffing models against staffing at research	Are there other measures that would more directly indicate

	teaching, consultation, and service	against research library systems in U.S.	budget within 10% of research institutions with similar profile to VCU	libraries; Use ARL salary and funding data to benchmark	effectiveness of a staffing model?
2. Research Scorecard Invigorate research and scholarship across all disciplines.					
MVV: The VCU Libraries promotes the success of our students; invigorates research and scholarship; advances the health care and outreach missions of the university with exemplary collections, services, spaces, and staff; opens doors to learning and discovery; serve as stewards of the University's information resources and contribute to the world's repository of knowledge.					
ID	Objective	Measure	Target	Plan	Notes
User Perspective					
U1	Acquire relevant library materials for VCU local collections	Collection holdings compared to appropriate peers by discipline; LibQual findings on collections; focus group findings on collections; % of electronic materials and related expenditures compared to overall expenditures; collections requirements as established by standard bibliographic references, particularly for new programs	Improved LibQual results for collections-related questions; Journal subscription and reference source holdings within 10% of universities with similar research enterprise scope and size; Hold all major reference sources and standards identified by standard bibliographic references (e.g., standard medical reference books, standards, etc.)	Develop target profile for collections at VCU through WorldCat collection analysis project, VIVA serial overlap project, direct comparison to similar research libraries, etc. ; Anticipate and profile collections needs to support research and service disciplines, programs and initiatives -- determine what is needed, when it's needed and costs	Objective includes acquiring materials as well as enabling patrons to easily locate them; Also has implications for cataloging, processing, physical access (ex. reshelving), staff education and preservation
U2	Participate with VCU faculty in community-related initiatives that add to VCU's research knowledge base	Number of library faculty appointed to initiative teams	Have library faculty on at least 2 teams annually	As new university initiatives are formed, request that library faculty become team members; Also identify existing initiatives and work to integrate ourselves into those programs	Measures and targets need to be reworked to evaluate contribution; perhaps an "expertise added" checklist could be developed and used by the program to evaluate participation?
Internal Processes Perspective					
P1	Sustain/achieve excellent turnaround time for processing materials	Turnaround time for processing new library material; Turnaround time for	Reduce turnaround time for processing new material by 10%; process 90% of Rush	Review and evaluate existing turnaround times; Identify and address obstacles to improved	

		processing rush requests	requests within 1 full working day	processing turnaround times	
Learning & Growth Perspective					
L1	Develop staff awareness of "big picture" regarding VCU's development and plans	Self-assessment of awareness regarding trends and developments at VCU	Improve scores for awareness in self-assessment	Improve internal communications on university developments; provide opportunities for staff to question and learn from library administration about overall trends	
L2	Nurture internal expertise, increase efficiency, and encourage innovation	Travel and training expenditures; classified staff award plan; acknowledgement of extraordinary achievement letters; faculty bonuses	Travel and training expenditures at least two per cent of classified and faculty salaries. Evidence of innovation or extraordinary improvements in efficiency sufficient to warrant acknowledgement of extraordinary achievement letters at least ten times during the year, resulting in at least one classified staff award per quarter. At least two faculty bonuses issued based upon compelling evidence of innovation or extraordinary improvements in efficiency.	Measure travel and training allocations as percentage of salaries. Encourage innovation and efficiency through classified staff reward system plan tied closely to acknowledgement of extraordinary achievement letters, and through faculty bonuses by invigorating and publicizing both plans. Revise all EWPs to include measure for innovation and efficiency, and insert similar language in all faculty workplans.	
Financial Perspective					
F1	Leverage collections funds by expanding collaborations, partnerships, etc. for purchasing library collections	Percentage of E&G acquisitions funds & cost-savings from cooperative purchases	Complete three cooperative purchases during FY 06, achieving shared funding of 1% of E&G acquisitions funds. Increase shared funding by additional 2% in FY 07.	Develop cooperative purchases, internal & external to the University, to support both ongoing and new programs.	

3. Education and Advocacy Scorecard					
Promote success through education and advocacy.					
MVV: The VCU Libraries promotes the success of our students; invigorates research and scholarship; advances the health care and outreach mission of the University.					
ID	Objective	Measure	Target	Plan	Notes
User Perspective					
U1	Establish VCU Libraries as a partner and strategic asset for VCU's education and research enterprise	Instructional sessions offered, number of participants, participant evaluations, new instructional sessions developed; Number of outreach visits	Grow # of instructional sessions and participants year-over-year to attain benchmark #; Grow outreach visits year-over-year to attain benchmark #	Create appropriate benchmark #s by review of peer institutions staffing profiles and teaching loads; Develop education initiatives in the areas of Consumer Health, undergraduate education, and others as determined by departments	Need to develop benchmarks for each department for future planning purposes; Consider having a measure that evaluates student success rates
U2	Lead university community in contemporary scholarly communication issues and initiatives (including copyright)	# and depth of web resources created and # of hits received; Attendance and participant evaluations of instructional programs; Evaluation of blog content and # of hits	Achieve positive participant evaluations; Receive significant number of hits on web resources	Create web resources for faculty including a Scholarly Communication Blog; Develop related courses and programs	Is there a way to measure whether web resources adequately address faculty needs in this area (include depth, not just #)?
Internal Processes Perspective					
P1	Devise promotional campaign to encourage participation and interest in initiatives	# of instruction requests received; # of library faculty serving on relevant university committees; Library participation in university programs and activities	Receive a significant number of instruction requests and faculty participation	Create and distribute promotional materials; Encourage and facilitate staff involvement on university level; Recruit communications officer to support promotional campaign and other outreach materials	Definition of significant? What is reasonable for new initiatives?
P2	Create efficient organization and technology designs for creating and delivering library education and outreach	Resources devoted to instructional and outreach design	Increase in resources devoted to design; Increase availability and use of self-paced web-delivered instructional and outreach content	Develop white paper that articulates organization and technological architecture for instructional and outreach; use information systems for instruction and outreach	

Learning & Growth Perspective					
L1	Prepare library faculty and staff for educational and advocacy role	Staff self-assessment of preparedness; # of staff training initiatives	Sufficiently train x # of staff	Develop staff training program that enhance core skills and knowledge	Sufficient training as per staff self-assessment and evaluation; Core knowledge and skills includes in-depth knowledge of VCU and VCU Libraries environments and effective communication skills
Financial Perspective					
F1	Project financial requirement to implement efficient architecture for instruction and outreach	Total financial support for instruction and outreach at comparable research university library systems; % of overall expenditures devoted to instruction and outreach	Move VCU Libraries within 20% of % of overall expenditures for instruction and outreach at comparable research university library systems	Write and submit proposal to meet needs	
4. Physical Environment Scorecard					
Create safe, clean, inviting space that fosters learning, research, knowledge sharing, and other academic pursuits.					
MVV: Our welcoming environment inspires scholarship, creativity, and the exchange of ideas. Exemplary spaces.					
ID	Objective	Measure	Target	Plan	Notes
User Perspective					
U1	Expand and enhance space for students; More seats for students	Gap scores for LibQual questions LP-2, LP-3, LP5; Square footage of space for students; Number of seats for students	Improve each of 3 LibQual scores so none is a negative gap score (2006 survey); Increase square footage for students by ? ; Increase seats at JBC and TML by 10%	Develop collections as public spaces; use feedback from users (survey results, focus group results, suggestion blog) to identify Top 5 improvements to user space	Achievement is 100% dependent on university funding
U2	Improve success rate locating and using materials in the stacks; Improve orderliness in stacks	Number of volumes moved; amount of space opened up by move; Number of hours (to be determined) spent shelf reading and reorganizing congested areas of stacks after materials moved out to compact	Work with Preservation and TML to create before and after spot check of correct shelving and reduction of messy stacks; Set specific targets including reducing number of misshelved items to less than	Improve orderliness of stacks; improve inventory control; improve signage by these actions: 1) Move lesser used materials to compact shelving; 2) Assign staff to shelf read and perform inventory; 3)	Better targets needed; Misshelved items are more than 10% in some high use areas

		shelving; # hours reshelving	1%; Reduce reshelving time	Assign staff to identify and reduce clutter in congested areas	
U3	Strengthen security	1) Hours of security coverage and performance quality; 2) analysis of incident reports 3) Gap score for LibQual question LP-7; 4) new systems added	1) Set target with increase in number of hours and staffing; 2) develop solutions for all security problems 3) Improve LP-7 score by ?	1) Allocate funding for more security personnel and improve performance; 2) Review incident reports to get data; 3) Improve security systems and processes	Get number of security incidents for last 2 FY's
U4	Build addition to JBC; Add Richmond Academy of Medicine (RAM) building to TML	Schedule for building and addition on capital construction schedule for VCU	JBC addition scheduled for construction and financing secured for FY08-10 biennium; RAM addition to TML by FY06-07	Build a compelling case for new space with data on facilities use; Benchmarking space with comparable institutions; and promoting the impact and benefits of new library space at VCU	
Internal Processes Perspective					
P1	Improve facilities and maintenance support for library facilities	Responsiveness to maintenance problems; non-facilities staff time devoted to facilities maintenance and emergencies	Time-to-resolution for calls matches benchmark service quality standard for VCU; time spent by non-facilities staff on maintenance issues is less than 10% for chief liaisons and less than 1% for all other staff	Configure facilities staffing appropriately for size of library facilities and distribution of library facilities; maintain awareness of facilities needs; develop punch list	
Innovation and Learning Perspective					
L1	Design and build coherent, efficient staff space; Design to improve staff productivity	Action plans and feedback reports on staff involvement in planning process	# of plans/goals shared with staff; solve at least 3 key service quality issues by redesign of staff space	1) Develop space plans and share with staff during the design process; 2) Draft short-term comprehensive space plan that identifies key issues to solve to improve service quality; 3) Identify expertise needs for long-term space planning	

Financial Perspective					
F1	Secure capital funding for interim space needs until new additions to library buildings	Funding for renovations and for leasing costs	Sufficient funding to renovate space for student use; Purchase compact shelving; and lease off-site space to house shelving	Build case in biennial budget and elsewhere for funding to meet space and collection needs in current facilities and design new facilities to meet long term needs	
5. Development and Financial Scorecard Strengthen financial resources of VCU Libraries.					
MVV: We dedicate our expertise to building the best libraries for the VCU of today and are committed to growing in partnership with the VCU of tomorrow; we affirm that a great university is built upon a great library.					
ID	Objective	Measure	Target	Plan	Notes
User Perspective					
U1	Prioritize increased investments to focus on visible, high-impact benefits for students and faculty	Standard collection metrics for journal subscriptions; LibQual gap scores in collections for faculty and graduate students	Increased journal subscription [paid] count annually by 5%; reduce LibQual negative gap score to less than -1; Increase floor space by xxx sq. ft. per year	Prioritize allocation of new resources into acquisition of library materials; Allocate sufficient capital and operations funds to house certain collections in off-campus storage; Create policy guidelines and process to identify targeted collections for off-campus storage	Little or no progress in metrics expected in FY05-06 due to negligible funding change from previous fiscal year; Progress in metrics driven directly by funding improvements; Due to inflation, lack of funding improvements will move targets in negative direction
U2	Expand cultural and educational program contributions of VCU Libraries to the broad VCU community	Attendance at program events; Number of program events	Sustained or increased attendance to within at least 10% of previous year for existing programs; Add at least 1 new program per year	Collaborate with support groups to identify compelling program themes/speakers each year; Collaborate with support groups and other VCU units to create new cultural programs each year; Establish baseline for attendance at new	Cultural programming impacts awareness and stature of VCU as a whole and can significantly influence private giving

				programs; Assess community impact	
Internal Processes Perspective					
P1	Sustain and extend efficiencies in operations to support investment foci	Proportion of expenditures for staffing and collections; Productivity of cataloging and acquisition operations; And other measures as appropriate	Sustain proportion of staffing vs. collection expenditures above ARL average; Sustain productivity of technical operations above ARL average	Prioritize investment towards collections; Target one-time funds towards investments that sustain or improve productivity of technical processing staff; Expand use of automated systems in business office operations	
P2	Improve administrative support processes required by Friends of the Library	Time required for adding new members; Timeliness of membership renewals; size of governing boards	Reduce processing time for new members by at least 10% per member; issue renewals within 10 days of renewal date; Governing boards membership is within 20% of number established in bylaws	Expand use of automated systems for processing new members and issuing renewals; Identify and solicit board memberships	
Innovation & Learning Perspective					
L1	Strengthen and diversify expertise by participation in professional development organizations	Attendance at and participation in national programs from the Academic Library Advancement and Development Network (ALADN); Attendance at national programs for the Association of Fundraising Professionals (AFP)	Annual attendance at and participation in ALADN; Annual attendance at AFP	Identify and fund opportunities for Director of Development and staff to work with other library and university development officers	
L2	Develop analysis, modeling and creativity skills in business services staff leadership	Formal educational credentials in financial analysis, risk analysis, related fields; Analysis outside of established financial and personnel monitoring and reporting	Increase in formal educational credentials for both chief business and chief personnel officer; Create at least 2 analysis/modeling reports on budget outside of standard reporting	Encourage and support use of tuition waiver to access college-level courses appropriate for financial and personnel analysis and modeling; Encourage and support conference and training programs for these skills; Set requirement for new reporting and analysis	

Financial Perspective					
F1	Strengthen University funding for VCU Libraries	Percentage of University E&G funding invested in library system	Attain and sustain investment equivalent to 4% of University E&G funding	Work with University leadership to establish VCU Libraries as an academic essential requiring priority investment; create, promote, and implement 6-year budget plan; Ensure commitment in VCU2020 plan	A target of 4% of E&G will place VCU at about the median for investment in Virginia. Majority of investment will be in collections.
F2	Improve private giving	Total income from private giving; Capital income from private giving; Annual income from private giving	Increase private giving by at least 10% year-over-year; Meet capital campaign goal	Build on cultural and educational programming to increase annual giving; Identify prospects and make successful requests to them for capital giving	This will require much better communication with donor and service community; Will require a dedicated communications officer
F3	Pursue and obtain funding from grants and other sources	Total income from grants and other sources	Maintain grant/other source income at 1-2% of overall budget, between \$120-200,000 annually	Support publicity for coffee bar operations; Pursue collaborative efforts with other schools; Support VIVA funding; establish strongest possible support for grant-funded initiatives	

6. Staffing/Staff Scorecard
Recruit, retain, and develop faculty and staff of the highest caliber.

MVV: We anticipate the needs of our community and work to exceed its expectations; we dedicate our expertise to building the best libraries for the VCU of today and are committed to growing in partnership with the VCU of tomorrow. Exemplary staff.

ID	Objective	Measure	Target	Plan	Notes
User Perspective					
U1	Recruit most qualified staff matching VCU's needs	Credentials and experience of new recruits for both faculty and staff	Greater than 60% of faculty and staff possess credentials, experience, or both specifically targeting research university environments and research libraries	Carefully construct position descriptions and scrutinize advertising text; Hold high standards for recruitment; Develop appropriate compensation for both faculty	

				and staff positions	
Internal Processes Perspective					
P1	Identify optimal staffing for VCU Libraries	VCU staffing profile compared to staff profile of similar research university library systems as reported by ARL	Faculty and classified staff count that is within 20% of staffing for similar research university library systems as reported by ARL	Develop staffing profile from ASERL and ARL libraries, selecting those institutions that most closely match VCU	
P2	Ensure acceptable job satisfaction rating by staff of VCU Libraries	Institute annual staff work-life survey	Ideal: 4.25 no rating below 3.5; real: 3.75 none below 3.25 (examples)	UVA model/adapt for use at VCU; involve HR and OPPT	Target numbers are models; need to work on these
Innovation and Learning Perspective					
L1	More growth opportunities for staff	Survey staff awareness of available growth opportunities; Website hits	Develop target of how fully scholarships/programs are being utilized	Create website for all learning/scholarship opportunities available to staff for advancement (similar to LSIG blackboard site); Strengthen mentoring program	Need to develop specific measure and target
L2	Secure diversity	Increase in staffing diversity by X (consult HR)	Increase in staffing diversity within two year period comparable to ALA recommendations	Create and publicize ALA initiatives; Create hiring assessments based on ALA criteria	
Financial Perspective					
F1	Develop competitive salaries for faculty and staff at VCU Libraries	Pay/role comparisons to similar state and national level positions	X% of ARL average	Existing data on salaries provided by 11 peers/ASERL/ARL	Need to work on Target number
F2	Promote excellence through training and development	Designate budget for targeted training which includes opportunities for staff and professionals in 3 high impact areas	Create and publicize list of highest priority training needs for all VCUL staff	Identify 3 high impact areas for training based on LibQual results and Management/Admin Council assessment	
F3	Create new financial resources for travel and training	Allocated and expended funds for travel and training for staff and faculty	Per-staff investments within 20% of investments at research university libraries of similar profile (ASERL and ARL)	Ensure that allocation of portion of new funding for travel and training consistent with targets; Build private endowments for scholarship, travel, and training	

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