

# Implementing an Assessment Program in Response to Stakeholder Need

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# Outline

- Context: landscape at project launch
- Mandates: resolving tensions between ideologies
- Approach: balancing priorities
- Findings & Recommendations
- Doing it right...NOW

# Context

- New institutional budget model
- New university librarian
- Externally-mandated assessment initiative
- Nine month timeline
- Poor pre-existing foundation for assessment
  - no strategic plan
  - nascent collection and reporting culture



# Mandate: New Institutional Realities

- Decentralized, responsibility-based budgeting model
- “...aligning resource management, planning, and allocation with the University’s mission and strategic priorities...incenting creativity, innovation and the pursuing of revenue opportunities...”
- Libraries as a central support unit



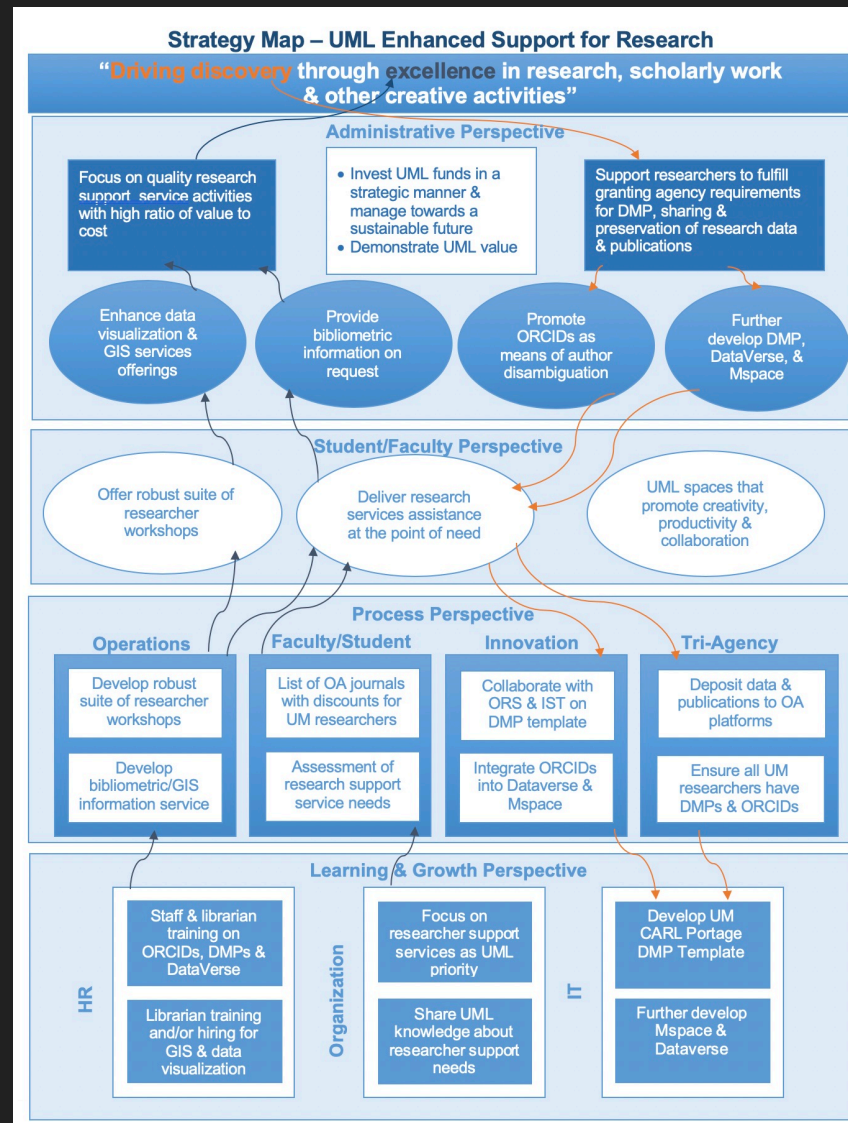


# Approach: Initial Steps

- Acceptable compromises
- A lean team (not a dream team)
- Key milestones:
  - Data inventory
  - Strategy maps | KPIs | BSCs
  - Structured interviews
  - BSC revision
- Management-level approval of BSCs
- Creation of prototype data dashboard

# Approach: Why the BSC

- Measures performance across four perspectives:
  - financial, customer, process, learning and growth
- Derived from organizational mission, vision, and strategy
- Strategy maps illustrate causal relationship connecting four perspectives



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### Balanced Scorecard – UML Enhanced Research Support

■ Currently collected internally 
 ■ CARL data 
 ■ New data not currently collected

**Bold text are priorities as currently worded in UML Strategic Priorities document**

Key Strategic Priority	Key Strategic Measure (KPIs)
<b>Administrative Perspective</b>	
Focus on quality research support service activities with high ratio of value to cost	
<b>Provide bibliometric information on request and in support of grant applications, accreditation, reviews, etc.</b>	<ul style="list-style-type: none"> <li>• # of bibliometric information requests completed</li> </ul>
<b>Enhance UML data visualization and GIS service offerings</b>	<ul style="list-style-type: none"> <li>• # of training sessions offered on data visualization or GIS by faculty or department</li> </ul>
Support researchers to fulfill granting agency requirements for DMP, sharing and preservation of research data & publications	
<ul style="list-style-type: none"> <li>• <b>Promote ORCIDs as means of author disambiguation and research consolidation</b></li> </ul>	<ul style="list-style-type: none"> <li>• # of training sessions (individual or group) delivered on ORCIDs by faculty or department</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Further develop Portage CARL DMP template; Dataverse; and MSpace for storage and sharing of UM researcher data management plans, data sets, and research publications</b></li> </ul>	<ul style="list-style-type: none"> <li>• # of uses of UM Portage CARL Data Management Plan template</li> <li>• <span style="color: green;"># of data sets added to Dataverse</span></li> <li>• <span style="color: green;"># of open access publications added to MSpace</span></li> </ul>
<b>Student/Faculty Perspective</b>	
<ul style="list-style-type: none"> <li>• <b>Offer robust suite of researcher workshops and services to support their research needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• # of workshop sessions delivered to graduate students</li> <li>• Assessment by graduate students of workshops</li> <li>• # of workshop sessions delivered to faculty</li> <li>• Assessment by faculty of workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver research services assistance at the point of the need</li> </ul>	<ul style="list-style-type: none"> <li>• # of librarian consults with faculty members and graduate students</li> <li>• # of reference questions at UML client service desks from faculty or grad students</li> </ul>
<ul style="list-style-type: none"> <li>• UML spaces that promote creativity, productivity, &amp; collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• % change in learning &amp; collaboration spaces in the UML (seats, group study rooms, computer labs, etc.)</li> <li>• <span style="color: red;"># of bookings of group study rooms</span></li> </ul>



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# Findings

- Critical gaps in existing practices
- Collected measures not sufficient to inform KPIs (<10%)
- Lack of understanding about KPIs and assessment practices
- Lack of strategic planning consequential for KPI development
- Contention amongst units



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# Recommendations

- BSC approach should be continual process involving senior management
- Collective review should reduce total number of KPIs
- Incorporate more financial metrics to improve balance
- Achieve better mix of input/output and outcome measures over time
- Assign aspirational targets

# Doing It Right...Now

- Assemble a lean team
- Select approach that marries institutional imperatives & library goals
- Work with units early in the process to 'peel back the layers' and create awareness about upcoming change
- Focus on strategic consultation with limited few
- Create communication and education strategy for necessary stakeholders



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# Questions?

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