The Balanced Scorecard

The Balanced Scorecard (BSC) is a strategic performance measurement system that encourages a much broader assessment of organizational performance than traditional business indicators. Kaplan and Norton (1992) developed the BSC to help managers look beyond financial metrics and physical assets to customer-related measures and intellectual capital. The BSC combines 20-30 measures from four perspectives to give a fast but comprehensive view of how a company or other type of organization is performing.

Public Sector Organisations

The BSC has proved popular with both private and public-sector organisations, including several academic libraries. Kaplan and Norton (2004) have adapted their model to reflect important sectoral differences.

Mapping Information Literacy Strategy

Having Trouble with Your Strategy? Then Map It!

Strategy maps and Balanced Scorecards constitute the measurement technology for managing in a knowledge-based economy. By translating their strategy into the logical architecture of a strategy map and Balanced Scorecard, organizations create a common understandable point of reference for all their units and employees.’ (Kaplan & Norton, 2001: 11)

INFOGRAPHIC

**Vision**
- Information Literacy is a core competence of the University enhanced by the educational partnership of Librarians, Teachers, Researchers, Students and Managers working together at the forefront of knowledge

**Purpose**
- Our mission is to help all members of the University develop the ability to find, evaluate, manage and use information effectively for academic, professional and personal purposes by providing:
  - strategic institution-wide information leadership
  - world-class information literacy education
  - a conducive information environment

**Financial Sustainability**
- F1: Achieve required efficiency savings
- F2: Expand income-generating activities

**Customer Value Proposition**
- F3: Grow external project funding
- F4: Win learning development grants

**Stakeholder Concerns**
- C1: Strengthen frontline and roving IL support
- C2: Establish student IL mentoring network

**Learning and Growth**
- L1: Promote IL knowledge sharing
- L2: Define competency framework
- L3: Develop assistants as learning facilitators

**Internal Processes**
- P1: Exploit new learning technologies
- P2: Increase reusable learning objects

**A Motivated and Prepared Workforce**
- P3: Formalise internal co-ordination
- P4: Adopt institutional IL standards
- P5: Build academic and professional teams

**References**


Examples of Information Literacy PIs

- Client service
- Evaluation of courses by learners
- Penetration of curriculum (% of courses)
- Satisfaction rates for frontline support
- Financial performance
- Income from short courses for external clients
- Unit costs for information literacy courses
- Internal processes
- Learning resources shared and reused
- Take-up of new technologies
- Learning and growth
- Papers published by library staff
- Participation rates in teacher training
- Submissions to best practices database

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