

MAP.

MEASURE.

IMPLEMENT.

MANAGE.

GROW.

LEAD.

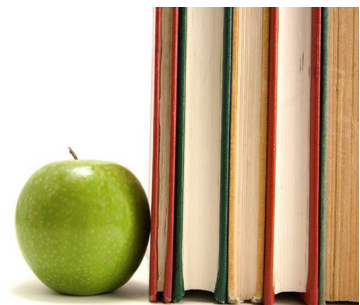
PROVE YOUR IMPACT

LEARN TO MANAGE STRATEGY
AND MAXIMIZE PERFORMANCE



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ASSOCIATION OF
RESEARCH LIBRARIES

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DOES YOUR LIBRARY HAVE A STRATEGY? IT'S TIME TO PUT YOUR STRATEGY INTO ACTION



Building a strategic plan for your research library is only half the battle. Data alone is meaningless. Measures need context. That's why the Association of Research Libraries (ARL) has partnered with Ascendant Strategy Management Group

to offer a workshop approach to strategy management for research libraries who want to put their strategic plan into action. Through workshops and conference calls scheduled regularly over twelve months, you will learn a proven strategy management and performance measurement framework that will help you track your library's performance and demonstrate results. This interactive approach allows participants to engage in the strategic management process as well as learn from others' work and experiences.

OUR APPROACH

YOU CAN'T MANAGE WHAT YOU CAN'T MEASURE

You've undoubtedly been called upon to prove your impact, do more with less, grow capabilities but not overhead, and ensure that your program dollars are being well spent. These are the challenges that ARL and Ascendant have helped other libraries tackle.

During this year-long training course, you will learn how to monitor your library's performance from strategy and performance management experts who work exclusively with mission-driven organizations like yours.

We will leverage the Balanced Scorecard, a framework that has been successfully implemented in the private sector, public sector, and by nonprofits alike. At the same time, you may take advantage of previous work of ARL peers, and share experiences, challenges, and successes with ARL colleagues as you work alongside one another.

ACTION TRAINING

PLAN, MEASURE, MANAGE

This workshop-driven approach allows you to test ideas with other leaders and share strategy with your organization. The training also includes monthly conference calls that introduce new concepts, review previous topics, and encourage you to share ideas with your peers.

PLAN

Determine the strategic objectives critical to your organization.

MEASURE

Develop metrics to track your progress toward achieving those objectives.

MANAGE

Run meetings using the data you gather to enable your leadership team to make strategic decisions.

DEVELOP MEASURES

Receive an overview on how to develop measures for your library's Balanced Scorecard (BSC). We will share sample library measures that participants in previous BSC cohorts have used and will conduct exercises to help you develop your own measures. In addition, participate in discussions and receive advice on setting targets for your library measures.

ALIGN INITIATIVES

No organization can implement its strategy without ultimately developing, aligning, and implementing strategic initiatives. Our training will teach you how to inventory and rationalize your library's current initiatives as well as develop new ones that align to and help implement your strategy.

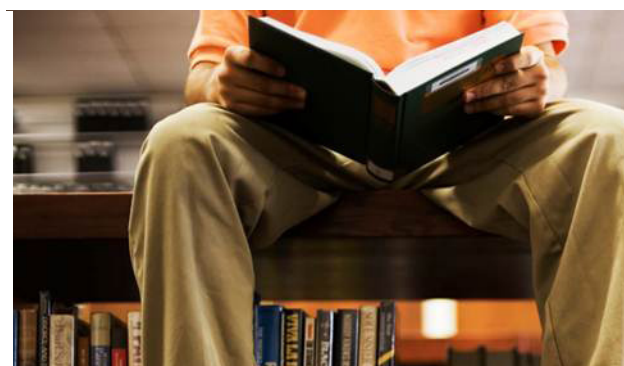
IMPLEMENT THE BALANCED SCORECARD

Learn all of this from Balanced Scorecard experts who focus on mission-driven organizations and collectively possess over 50 years' experience helping public and private sector organizations implement their strategies. Each lesson is specifically designed to train participants on each aspect of the BSC, from strategic objectives to measures to initiatives to strategy review meetings.

BACKGROUND

ARL & ASCENDANT STRATEGY MANAGEMENT GROUP

In 2009, ARL launched the Library Scorecard initiative, an effort to assist ARL member libraries interested in implementing Strategy Development with the Balanced Scorecard. Prior to that time ARL member libraries had mixed success in developing scorecard initiatives tied to either their strategic planning process or the operational management of their services and resources. The University of Virginia library had been a stellar example of a scorecard application in the library environment and libraries interested in developing metrics reviewed UVA's work for inspiration and guidance.



HOWEVER BEAUTIFUL THE STRATEGY,
YOU SHOULD OCCASIONALLY LOOK AT THE RESULTS. — SIR WINSTON CHURCHILL

BY FAILING TO PREPARE,
YOU ARE PREPARING TO FAIL. — BENJAMIN FRANKLIN