

## About Our Strategic Plan and Scorecard

The University at Buffalo Libraries' new strategic plan covers the years 2013 to 2016 and sets the Libraries on an ambitious course to pursue our vision of becoming premier academic research libraries that advance intellectual discovery by connecting people with knowledge.

### Highlights of Our Plan

The University at Buffalo Libraries are committed to:

- Providing resources to the communities we serve to advance research, teaching and student success
- Developing strategic partnerships at the local and global levels
- Expanding the skills of our staff to better serve our users
- Establishing new revenue streams to improve our financial health

### The Strategic Planning Framework

The University at Buffalo Libraries participated in a multi-year *Library Scorecard Initiative* sponsored by the [Association of Research Libraries](#) based on Kaplan and Norton's [Balanced Scorecard](#) system, a strategic planning and management system used to align organizational activities to the vision and strategy of the institution. The strategic objectives in our Directions document are based on four broad perspectives – the library user, staff learning and growth, institutional directions and financial health. Measures and targets have been identified for each objective and performance in meeting those targets will be scored at regular intervals.

### Our Directions Document

- Measures are linked to each objective in our strategic plan.
- Strategic initiatives are associated with each measure.
- As initiatives are implemented, data is collected based on the measures established for each objective.
- Each measure has a formula, target, milestones for completion and staff owner(s).
- Every measure is scored to determine if we are meeting the target, approaching the target or not meeting the target.
- Strategic objectives will be modified and revised based on the results of measurements as the process progresses.

### The Plan at Work – Our Strategic Initiatives and Assessment

We have identified thirteen strategic initiatives for 2013, each associated with a particular measure. These were chosen because they reflect a positive change in direction or focus and are directly linked to improving results in one or more strategic measures. The Libraries' senior leadership group will be involved with reviewing these on a regular basis. Measure owners will provide regular updates to the Scorecard to report progress and challenges.