

OPERATING PROCEDURES
UNIVERSITY OF VIRGINIA LIBRARY BALANCED SCORECARD COMMITTEE

1. Name and Purpose: The name of this body will be the University of Virginia Library Balanced Scorecard Committee (BSC). The BSC will:
 - 1.1. Advance the organization through objective and thoughtful use and maintenance of the Balanced Scorecard instrument.
 - 1.2. Oversee the administration of annual balanced scorecard activities including metric creation, revision, and deletion; and analysis and dissemination of results.
 - 1.3. Advise the Administrative Team on interpretation of and response to balanced scorecard results.
 - 1.4. Promote and encourage awareness of the balanced scorecard instrument among library staff.
 - 1.5. Support Management Information Services (MIS) in the collection and processing of balanced scorecard data.

2. Committee Membership
 - 2.1. Ex-officio members will include the Deputy University Librarian, the Director of Financial Services and Business Operations, and staff of the MIS department as selected by the Director of MIS.
 - 2.2. Elected members will include three faculty and three classified staff members. One faculty and one classified staff member will be elected each year following procedures outlined in Section 3. Elected members will begin their term at the beginning of a fiscal year and serve for three consecutive years. This will result in three “classes” of elected members: those in their first, second, and third years of service. Members in their third year of service will co-chair the committee.
 - 2.3. The committee will strive to maintain a membership representative of the entire Library. Therefore, the existing membership will be taken into account when choosing new members to the committee.

3. Elections
 - 3.1. The Deputy University Librarian will send out a request for self-nominations each May to all library staff. In addition, the committee may solicit interest from staff who they would like to see serve. All those who express an interest in serving will be included on the ballot.
 - 3.2. By anonymous ballot, the standing BSC members will elect one faculty and one classified staff member to serve each year. At least two-thirds of the committee must be present. Factors that may affect selection of new members include the area of the Library served, technical vs. public service orientation, or any other factor affecting the composition of a balanced committee.
 - 3.3. The faculty member and classified staff member who receive the highest numbers of votes will be elected (names of one runner-up in each category will also be maintained). In the event that a tie results for either position, there will be another vote held for those tied. The position will then go to the member with the highest votes. In the case of a persistent tie, the Deputy University Librarian will choose the winner.
 - 3.4. If an elected member cannot fulfill his or her term, the seat will be re-allocated as follows:
 - 3.4.1. For members leaving during the first year of service, an invitation will be extended to

the runner-up in the appropriate staff classification.

3.4.2. For members leaving in the second or third year, the staff counterpart(s) in the next class(es) down will assume the position, and the appropriate runner-up will be invited to assume a “first year” position. For example, a faculty member elected in May 2007 leaves the Library in January 2009, in the middle of her second year of service. The faculty member elected in May 2008 moves up to assume the vacant position, and the faculty runner-up for the 2008 election is invited to serve out the “first year” term.

3.4.3. If the above strategies will not fill all vacant positions, a special election may be held to solicit interested staff and select new members to finish the terms.

4. Duties of the Co-Chairs

4.1. The faculty and classified staff members serving the third year of their terms will jointly chair the BSC Committee. Each team of Co-Chairs will divide up the duties of the Chair, and inform the committee of the duties for which each will be responsible.

4.2. Co-chairs will be responsible for administrative tasks of the committee: setting the agenda, scheduling meetings, maintaining notes of committee work, updating the website, and insuring adherence to the annual scorecard calendar (see attached).

4.3. Co-Chairs will also oversee communication with the Library and other organizations: proposing major changes to the scorecard, presenting results and analysis to the Administrative Team and the Library staff as a whole, developing training sessions, and communicating with interested parties outside the Library as appropriate.

4.4. Co-Chairs will lead the committee in oversight of the annual scorecard: developing the metrics, reviewing and analyzing results, communicating with stakeholders, and delegating tasks as necessary for the successful completion of the annual scorecard.

5. Duties of the Ex-officio members

5.1. The Associate Director of MIS is responsible for the collection and processing of data required for the BSC metrics.

5.2. The Director of MIS will assist the Co-chairs in presenting the instrument and results to Administrative Team.

5.3. The Director of Financial Services is responsible for providing access to budgetary data and advice on the metrics in the Financial Perspective.

5.4. The Deputy University Librarian will act as liaison to the Administrative Team.

6. Conducting Committee Business

6.1. Meetings of the Committee will be held at least monthly. Agenda items may include anything deemed necessary by the co-chairs, committee members, or an outside party.

6.2. Ad hoc, temporary task forces may be appointed by the Co-chairs to carry out the work of the Balanced Scorecard; however, the BSC will actively strive to avoid the creation of permanent sub-committees.

6.3. The Committee will manage by consensus, but can vote when needed.

6.4. A quorum for the Committee consists of a majority of its members.

6.5. Co-chairs may ask committee members who miss more than three consecutive meetings to step down from the committee.