Albertsons Library
Boise State University
Program Prioritization Process
August 2013 - March 2014

What is Prioritization?

A process by which programs are evaluated based on criteria, metrics, and weightings then ranked by their impact and efficiency. Once ranked, action plans for improvement are developed.

Purpose: better align resources with institutional priorities; minimize costs and maximize efficiency by improving programs
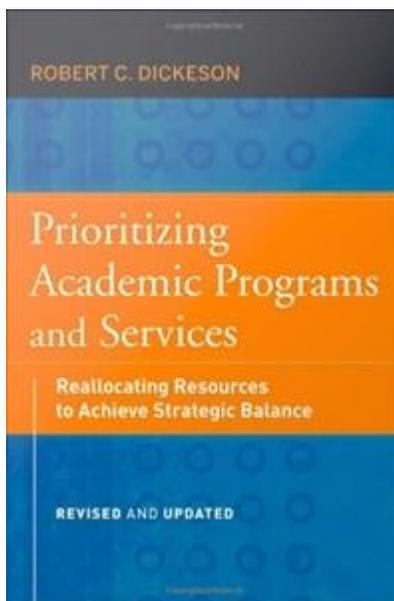
Focus: "program" as unit of analysis and action.
Think: "function," "activity"
Any activity with associated costs
All academic programs including the library

Process at Boise State University is based on:

Why do Prioritization?

- Mandate by the Governor for zero-based budgeting by state agencies

- State Board of Education (SBOE) suggested prioritization as a surrogate for zero-based budgeting.

- SBOE directed educational institutions to use a process consistent with Robert Dickeson's prioritization principles to evaluate programs

- SBOE directive:
  - process must be undertaken with rigor
  - result in substantial impact
  - No token efforts

General Process

- Evaluate each "program" based on criteria, metrics, and weightings determined by the university
- Rank categories into 5 groups of equal size (quintiles) for action
- Forces choices (quintiles)
  - Requires us to identify and rank activities/functions that are high impact/high efficiency, programs in the middle, and low impact/low efficiency programs with plans for consolidation, discontinuation or improvement
- Dickeson's generic quintiles:
  - "Candidate for enrichment" (highest)
  - "Retain at higher level of support"
  - "Retain at neutral level of support"
  - "Retain at lower level of support"
  - "Candidate for discontinuation, consolidation, etc. (lowest)

Boise State University's Criteria

| Productivity |
| Cost Efficiency |
| Quality |
| Relevance |
| Opportunity analysis |

Key Early Process Decisions by Albertsons Library

- At the outset of prioritization, agreed to primarily use existing data or data easily generated or collected for this project rather than undertake time intensive projects to generate new data.
- Match the Library's metrics as closely as possible to the metrics and measurements used by other colleges and units for prioritization
- Match Library's program groupings to strategic plan and campus priorities

Albertsons Library Programs

Program	Definition	Includes (for example)
Campus and Community Engagement	All activities in support of campus and community activities and groups, includng the physical surroundings that support research, study, teaching and engagement, and protect valuable resources held in the library	Collection access to community patrons, outreach, events, non-class related presentations & workshops, campus committee work, community service, employing students, campus and community partnerships and collaboration, student computer lab & public workstations, wireless network, printing, iPads & laptops for checkout, etc.; quiet study spaces, collaboration spaces, safety and facility maintenance, configuration of spaces, furniture, etc.
Content Creation, Discovery, Access and Delivery (CCDAD)	Content creation and the collections, personnel, software and processes that allow users to discover, access and receive delivery of materials	Acquisitions, receiving, cataloging, metadata, circulation, ILL, reserves (e and print), link resolver, web pages,mobile apps, Voyager, WCL; Collections, Archives, Special Collections, Scholar Works, gifts, Government Docs, servers, programming support, etc.
Instruction	The design, development and delivery of instruction via in-person & online classes, and through multimedia tools	Teaching, course design, instructional videos, collaborating with faculty to design assignments, development of multimedia instructional tools, LibGuides, etc.
Library Administration	The personnel and resources associated with management and administration of library activities overall, including activities related to library faculty scholarship and professional service and professional development for all employees	Deans office personnel, budget, HR activities, donor relations, network services management, publications, research, professional service, conference presentations, professional development activities, etc.
Research Consulting and Collaboration	Services and activities in support of faculty, student and community users' research	Research support, reference and information services, liaison activities, consulting with faculty and students on data management and metadata, in depth research help, intellectual property, copyright, author rights, open access, etc.

Overall Result of Prioritization

How much time do staff spend on value added activities?

This question in the prioritization process resulted in an overall realization that we focus our data collection library wide on end-user costs and uses of data bases, journals and materials, leaving many of our programs without data that ***documents staff activities that add value to all our stakeholders.*** We need to do a better job of intentionally identifying critical value added activities from multiple stakeholder viewpoints, developing methods of collecting and tracking data on these activities and articulating how the work of library staff is efficient, effective, and has an impact across campus for all

stakeholders from human resources to purchasing, from student services to administration. Thus, undertaking a project to identify key value added staff activities in each program was recommended as an improvement for each program.

Specific Program Outcomes

Content Creation, Discovery Access and Delivery (CCDAD)
- Ranked in the top Quintile for *Division of Academic Affairs Administrative and Support Programs*; scored highest overall of Library programs
- Much of the data we collect and report is focused on use of library materials/resources by patrons and cost per use; most data routinely collected is only useful to libraries internally and may not be easily understood outside of the field; improved/new record keeping practices will better illustrate the value of library activities
- **Recommended Improvements:** complete an in-depth analysis of Materials Expenditures in relation to peers; identify options for improvement as is feasible; optimize materials budget by analyzing little used or high cost/use vendor plans and reduce; Invest $150,000 to permanent base
- **Outcome:**
  - Internal reallocations and reductions of $182,530
  - Increase in library materials budget of $190,000

Instruction
- Scored highest in quality and relevance
- Much of the data we collect and report is focused on the numbers of students reached and classes taught; have not actively collected and analyzed staff time in value added activities to implement our instruction. For example, how much time is going into preparation for instruction and developing of self-service instructional tools such as videos and subject guides?
- **Recommended Improvements:** look for formulas or calculations in academic departments that might help estimate value added activities; develop a comprehensive, intentional assessment plan across all

instructional activities that measures reach beyond the classroom and success in meeting student learning outcomes.

Community and Campus Engagement
- Scored highest in quality and relevance
- Relatively new area of focus, added with our most recent Strategic Plan
- When we looked closely at the data in productivity and efficiency we realized that we do not effectively gather much data on what we do in this program.
- **Recommended Improvements:** Consider developing advisory groups or methods of getting more qualitative feedback on activities beyond regular customer surveys

Research Consulting
- Scored highest in quality and relevance
- Much of the data we collect and report is focused numbers of questions answered; we have not analyzed staff time in value added activities such as in depth research consulting for faculty or consultations with graduate students on data sources for thesis and dissertations; reviewers commented that program has great potential, but seemed too passive
- **Recommended Improvements:** more aggressively and actively build additional expertise and increase research consulting in areas such as scholarly communication and data management

Library Administration
- This program scored least well among Library programs
- Assumption was made that reviewers would recognize that Library Administration oversees the other four programs and would think about the effectiveness of Administration in light of success in the other programs. This was not the case
- Revenue in from endowment yields was not included in budget numbers to offset expenses
- Reviewers noted that it wasn't clear which staff activities were done for which stakeholders.
- The focus of library data overall is on library users and use of resources. Whereas the work in this area is done for campus stakeholders above the library in hierarchy and for those in HR, purchasing, legal, etc.,

which previously was not been recognized as needing assessment or data collection

- Proactive cultivation of friends and donors needs improvement
- **Recommended Improvements:** Work with University Advancement and others to build a stronger development program; Identify key stakeholders and their needs
- **Outcome:** Internal reallocation through elimination of one Associate Dean position (open line)

Boise State University Program Prioritization

For information on Boise State University's overall process see the Program Prioritization page (http://president.boisestate.edu/prioritization/). Includes information on evaluative criteria, metrics, scoring rubrics and the final report on Boise State University's Prioritization process and results.