

P2 / OBJECTIVES

Balanced Scorecard objectives at a glance

P3 / FENWICK FELLOW

Engineering faculty member will study renewable energy possibilities at Mason

P4 / RESEARCH + AWARDS

Library faculty and staff research and professional activities

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Exhibits and engagement in Mason Libraries

MASON LIBRARIES **inSIGHT**

GEORGE MASON UNIVERSITY LIBRARIES

2014

JULY / SEPTEMBER

Balancing for Success

University Libraries adopt management rubrics to track strategic plans and achieve goals through the Balanced Scorecard process



The Balanced Scorecard (BSC) is a strategic planning and performance management tool that assists institutions prioritize their efforts towards the change they want, and serves to track progress towards that change. For Mason Libraries, the BSC serves as the organization's strategic

assessment plan, and helps the Libraries support and contribute to the University's 10-year strategic plan. Moreover, the BSC out-

lines clear paths for the Libraries to follow in response to possible and/or changing priorities among Mason's academic units.

>> CONT. PAGE TWO

“ For Mason Libraries, the BSC serves as the organization's strategic assessment plan, and helps the Libraries support and contribute to the University's 10-year strategic plan. ”

Balancing for Success

>> CONT. FROM PAGE ONE

How does the BSC work?

- Identifies what changes to make (Change Agenda)
- Maps out how to make changes (Strategy Map)
- Identifies elements of success (Measures)
- Sets how far we want to get (Targets)
- Identifies what we are going to do to get there (Initiatives)
- Provides accountability and reporting structure (Owners)

Mason Libraries' are implementing the strategic plan through the Balanced Scorecard framework in two 5-year increments. The first Library Scorecard from 2014 to 2019 was developed to achieve significant progress towards the University's goals for 2024, and prepare for further strides during the second Library Scorecard (2019 – 2024) to complete or surpass the Libraries' objectives. To date:

- For 2014-2019, the Libraries have identified goals, measures and initiatives to enhance and augment library programs that are mission-critical. The Scorecard anticipates substantial change at Mason, but is flexible enough to allow adaptation as needed.
- Library managers are currently implementing the Scorecard and the subsequent monthly, quarterly and yearly reporting schedule to initiate and monitor the change management process.
- The Mason Libraries BSC planning and implementation effort is led by Chris Dixon, Wally Grotophorst, Diane Smith and John Walsh.

Balanced Scorecard Objectives

CUSTOMER PERSPECTIVE

- Create a user experience that is high quality, consistent, and robust - regardless of the user's location, access method, or objective
- Further integrate the Libraries in the University's teaching, learning and research activities
- The library's collections, information services, and related programming will meet the needs of a very high research level institution

INTERNAL PROCESSES

- Cultivate strategic campus and external partnerships
- Promote an organizational value of assessment and accountability
- Foster timely, consistent and transparent communications throughout the library organization

LEARNING + GROWTH

- Recruit, develop, reward and retain expertise and leadership
- Broaden skill sets for critical and emerging disciplines

FINANCIAL PERSPECTIVE

- Develop and increase diverse revenue streams (e.g., grant funding, endowment, and private gifts for current use)



Detailed information on current BSC measures and initiatives is available on the Libraries' intranet.

From the Dean of Libraries and University Librarian

Dear Colleagues,

July brought the new fiscal year, August the new academic year, and September found us preparing and planning for new fiscal challenges.

I'm pleased to note that once again the faculty and staff of the Libraries began this new year clearly focused on the work at hand, ever so busy throughout the library system, and ready to do our part to advance Mason's core mission - teaching, learning, research and knowledge sharing.

For all of this - thank you for your individual and collective endeavors!

NEW STAFF + NEW ROLES

Eddie Henriquez, Desktop Support
Systems Group

John Warren, Head
Mason Publishing Group

Kaitlyn Kinney, Circulation/Doc Delivery Assistant
Access Services, Fenwick Library

John Sherman, Student Coordinator
Access Services, Fenwick Library

Rebecca Dickason, Day Shift Supervisor
Access Services, Gateway Library

Sara Hudson, Reference, Instruction & Tech Assistant
Teaching & Learning Services, Gateway Library

Maoria Kirker, Instructional Services & Assessment Librarian
Teaching & Learning Services, Gateway Library

Amy Sullivan, Preservation Librarian
Resources & Collection Management Services

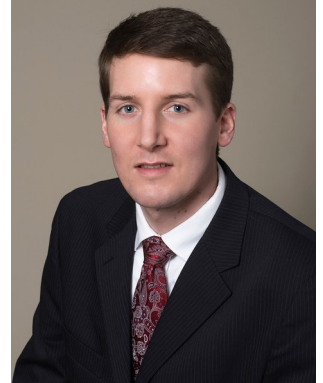
Jason Byrd, Learning Technologies Librarian
Assistant Head, Teaching & Learning Services, Gateway Library

Reagle named 2014-15 Fenwick Fellow

Colin James Reagle, assistant professor of mechanical engineering in the Volgenau School of Engineering, was named the Fenwick Fellow for 2014-15.

Reagle's research project, *The Role of Renewables in George Mason University's Future Energy Portfolio*, will examine the hurdles the university faces toward reaching the 2025 Virginia renewable energy mandate's statewide goal of 15 percent and then exceeding the state's minimum beyond 2025. In addition, Reagle hopes this study will provide a roadmap for other regional institutions that consume power on a large scale to responsibly diversify their energy portfolios.

Reagle expects to attain three objectives with this fellowship: to research the constraints and issues surrounding renewable energy implementation at a large university and publish his findings, to construct a comprehensive plan for implementing and using renewable energy at Mason and other regional institutions, and to increase the visibility of Mason's commitment to sustainability and technological leadership.

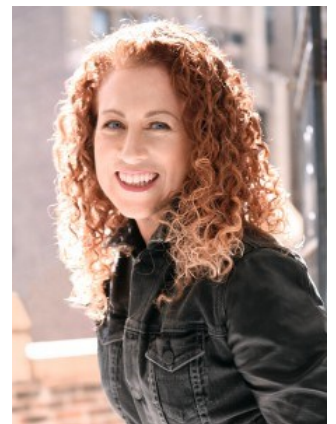


Fall for the Book

LIBRARIES SPONSOR 2014 MASON AWARD WINNER

Jodi Picoult, the #1 *New York Times* bestselling novelist, received the 2014 Mason Award on September 12 at the annual Fall for the Book festival. The Mason Award celebrates authors who have made an extraordinary contribution to connecting literature to the wide reading public.

The Mason Libraries sponsored Ms. Picoult's appearance, which was held in the Center for the Arts, Fairfax Campus. Previous Mason Award winners include Stephen King, Chinua Achebe and Sherman Alexie.



Research Leave

Fall 2014 - Spring 2015

“ Research is to see what everybody else has seen,
and to think what nobody else has thought. ” *Albert Szent-Gyorgyi*

Yvonne Carignan, Head, Special Collections & Archives: to continue and complete archival research about the history of antebellum Virginia social libraries and publish a scholarly journal article or book.

Michael English, Assistant Head, Access Services: to prepare and write an article for submission to the *Journal of Interlibrary Loan, Document Delivery and Electronic Reserves* assessing a potential need to alter the curriculum of Library and Information Science to better prepare graduates in the areas of copyright and intellectual property knowledge.

Ian Fairclough, Cataloging and Metadata Librarian: to prepare for a four-day Name Authority Cooperative (NACO) Workshop to be given to staff from several university libraries, Valdosta, Georgia, November 2014.

Helen McManus, Public Policy, Government and International Affairs Librarian: to develop a book proposal, write two chapters, and pursue a book contract on the subject of a revival of interest in labor, work, and employment in political theory.

Hernandez Receives Fall 2014 Staff Excellence Award



At the September 2014 Mason Libraries' All Staff Meeting, Doug Hernandez, Reference & Instruction Specialist, Mercer Library, received the Fall 2014 George Mason University Libraries' Staff Excellence Award.

This semi-annual award presented to a library staff member in recognition of their outstanding contribution to fostering an environment of collegiality and teamwork, and ensuring library services exceed faculty and students' expectations.

Research + Professional Activities

Tina M. Adams and Kriten A. Bullard. A Case Study of Librarian Outreach to Scientists: Collaborative Research and Scholarly Communication in Conservation Biology. *College & Undergraduate Libraries*, Volume 21, pages 3-4; 377-395, September 2014.

David Gibbs, former Head, Collection Development & Preservation. Selected attendee. ALA Leadership Institute: Leading to the Future. Eaglewood Resort, Itasca, IL, August 10-14, 2014.

Doug Hernandez, Reference & Instruction Specialist; Janna Mattson, Social Sciences Librarian, and Mary Oberlies, Social Sciences Librarian. "What's the Problem?: Student-Centered Learning in Social Sciences Library Instruction." Poster Session. Center for Teaching Faculty and Excellence Annual Conference, George Mason University, September 19, 2014.

Madeline Kelly, Collection Development Support Specialist, received The Jan Merrill-Oldham Professional Development Grant, given by the Preservation and Reformatting Section (PARS) of the Association for Library Collections & Technical Services (ALCTS) to support travel to the American Library Association Annual Conference, Las Vegas, NV: June 26 - July 1, 2014.

Michael Perini, Reference, Research & Instruction Specialist.

- "Lessons from the Dojang: Student Affairs Issues from the Perspective of the Martial Arts." *The International Journal of Interdisciplinary Educational Studies*, Volume 8, Issue 1, pp.21-30.
- "Tips & Strategies for Getting Your Writing Published." George Mason University, *Higher Education Program (HEP) Newsletter*, p. 4, Fall 2014.

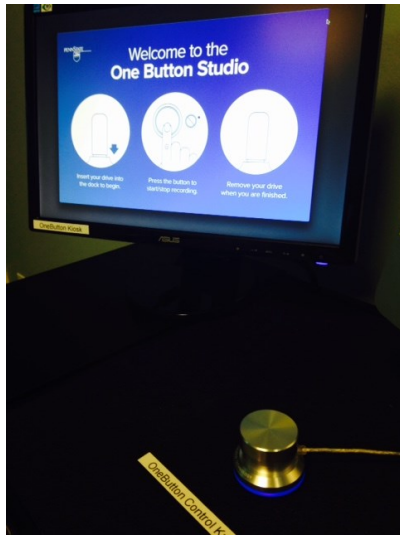
Jenna Rinalducci, Art & Art History Librarian. Selected attendee. [Rebuilding the Portfolio: DH for Art Historians](#), Roy Rosenzweig Center for History in New Media, George Mason University, July 7 - 18, 2014.

ONE BUTTON STUDIO

Located in Room 134-I Gateway Library, Johnson Center, the One Button Studio is a simplified video recording setup that can be used without any previous video production experience.

The studio's design allows the user to create high-quality and polished video projects without having to know anything about lights and cameras.

Gateway Library staff are available to assist users with this system, which supports learning, teaching and presentation skills - at the touch of a button. The studio can be scheduled by Mason students, faculty and staff. Learn more about One Button Studio at library.gmu.edu/onebutton



USER PRODUCTIVITY TO EXPAND IN GATEWAY

Plans to expand the number of public workstations with MS Office products were formulated in early fall. As part of the plan, all Gateway Library workstations were placed on the first floor of the library, creating active spaces for students and staff to work and collaborate. The second floor of the library now provides quieter areas for more focused work and study.

EARLY IDENTIFICATION PROGRAM

In July, Allison O'Connor and Christal Ferrance conducted two classes for high school participants in George Mason's Early Identification Program's Summer Academy. Patricia West coordinated this activity.



Jason Byrd, Learning Technologies Librarian and Assistant Head, Gateway Teaching & Learning Services, demonstrates various functions of the One Button Studio in Gateway Library.

MASON LIBRARIES inSIGHT ISSUED QUARTERLY

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inSIGHT Submissions

To include your department's news and/or your professional activities, please send the information to Debra Hogan by January 5, April 5, July 5, October 5.

Image Sources

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Page 3: George Mason Creative Services

Page 4: Victoria Martin

Page 5: Special Collections & Archives, Jenna Rinalducci

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