

Managing with Purpose: A Selective Bibliography*

Core Disciplines: Assessment, Planning, and Budgeting

Assessment of Performance and Impact

Brophy, P. (2006). *Measuring library performance: Principles and techniques*. London: Facet.

Markless, S., & Streatfield, D. (2013). *Evaluating the impact of your library* (2nd ed.). London: Facet.

Planning and Decision-Making

Marcum, D., & Schonfeld, R. C. (2014). *Driving with data: A roadmap for evidence-based decision making in academic libraries*. Retrieved from http://www.sr.ithaka.org/sites/default/files/files/SR_BriefingPaper_DrivingData.pdf

Mathews, B. (2014). Librarian as futurist: Changing the way libraries think about the future. *portal: Libraries and the Academy*, 14, 453–462. Retrieved from <http://hdl.handle.net/10919/49667>

Matthews, J. R. (2005). *Strategic planning and management for library managers*. Westport, CT: Libraries Unlimited.

Budget Development

Heery, M. (1999). Winning resources. *The Bottom Line: Managing Library Finances*, 12(2), 57–67. doi:10.1108/01435129810213370

Hughes, C. A., Rockman, I., & Wilson, L. A. (2000). Communicating resource needs for successful library services. *The Bottom Line: Managing Library Finances*, 13(1), 10–15. doi:10.1108/08880450010310453

Specific Management Tools and Concepts

The Logic Model

Cooper, I. D. (2011). Is the informationist a new role? A logic model analysis. *Journal of the Medical Library Association: JMLA*, 99(3), 189–192. doi:10.3163/1536-5050.99.3.004

Rogers, P. J. (2005). Logic model. In S. Mathison (Ed.), *Encyclopedia of evaluation* (pp. 233–235). Thousand Oaks, CA: SAGE. doi:10.4135/9781412950558

W. K. Kellogg Foundation. (2004, January). *Logic model development guide: Using logic models to bring together planning, evaluation, and action*. Retrieved from <http://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>

*Compiled by Gregory A. Smith as a resource for “Managing with Purpose: Integrating Assessment, Planning, and Budgeting,” a workshop presented at the annual conference of the Virginia Library Association, Hot Springs, VA, 27 October 2016.

Six Dimensions of Assessment

Smith, G. A. (2015). Assessment in academic libraries. In M. Khosrow-Pour (Ed.), *Encyclopedia of information science and technology* (3rd ed., Vol. 7, pp. 4823–4832). Hershey, PA: IGI Global. doi:10.4018/978-1-4666-5888-2.ch474 [Discussion of the six dimensions appears on pp. 4826–4827.]

The Balanced Scorecard

de la Mano, M., & Creaser, C. (2016). The impact of the Balanced Scorecard in libraries: From performance measurement to strategic management. *Journal of Librarianship and Information Science*, 48(2), 191–208. doi:10.1177/0961000614558078

Gurd, B. (2013). Balanced scorecard. In E. H. Kessler (Ed.), *Encyclopedia of management theory* (Vol. 1, pp. 60–63). Thousand Oaks, CA: SAGE.

Niven, P. R. (2008). *Balanced scorecard step-by-step for government and nonprofit agencies* (2nd ed.). Hoboken, NJ: John Wiley & Sons.

Self, J. (2003). From values to metrics: Implementation of the balanced scorecard at a university library. *Performance Measurement and Metrics*, 4(2), 57–63. doi:10.1108/14678040310486891

The Business Model Canvas

D’Elia, M. J. (2015, April). Business models for library success. Workshop presented at Computers in Libraries conference, Washington, DC. Retrieved from <http://www.slideshare.net/mjdelia/business-models-for-library-success>

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changes, and challengers*. Hoboken, NJ: Wiley.

Opportunity Cost

Johnson, A. (2016, May). Pulling the plug: How and when to discontinue a library program. *American Libraries* 47(5), 58. Retrieved from <http://americanlibrariesmagazine.org/2016/05/02/pulling-the-plug-library-programming/>

Moran, R. F., Jr. (2007). We too need to shoot our wounded. *Library Administration & Management*, 21, 148–150. Retrieved from <https://journals.tdl.org/llm/index.php/llm/article/view/1687/967>

Opportunity cost. (2012). In S. D. Hill (Ed.), *Encyclopedia of management* (7th ed., pp. 747–748). Detroit: Gale.

The Principal-Agent Problem

Froeb, L. M., McCann, B. T., Shor, M., & Ward, M. R. (2014). *Managerial economics: A problem solving approach* (3rd ed.). Mason, OH: South-Western Cengage Learning. [See pp. 245–248 for discussion of principal-agent relationships.]

Lee, C.-F., & Lee, A. C. (2006). Part I: Terminology and essays. In C.-F. Lee & A. C. Lee (Eds.), *Encyclopedia of finance* (pp. 1–296). New York: Springer US. doi:10.1007/978-0-387-26336-6 [See p. 214 for an entry on the principal-agent problem.]

Smith, G. S. (2002). *Managerial accounting for libraries & other not-for-profit organizations* (2nd ed.). Chicago: American Library Association. [Discussion of agency theory in the context of library management appears on pp. 6–9.]

Organizational Strategy and Culture

Daft, R. L. (2013). *Understanding the theory & design of organizations* (11th ed.). Mason, OH: South-Western Cengage Learning. [See chapter 9 for discussion of the connections between organizational culture, the environment, and organizational performance.]

Edson, M. P. (2015, August). *Think big, start small, move fast: Digital strategy in a changing world*. Keynote address presented at the meeting of the MMEx, Randers, Denmark. Retrieved from <http://www.slideshare.net/edsonm/think-big-start-small-move-fast>

Meier, J. J. and Miller, R. K. (2016). Turning the revolution into an evolution: The case for design thinking and rapid prototyping in libraries. *College & Research Libraries News*, 77, 283–286. Retrieved from <http://crln.acrl.org/content/77/6/283.full.pdf>