

UNIVERSITY  
of  
GLASGOW



JISC

*espida* Handbook

Expressing project costs and benefits  
in a systematic way for investment  
in information and IT

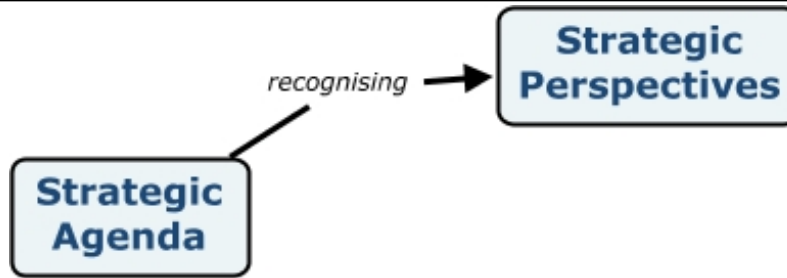
making it happen  
**espida**  
by getting real



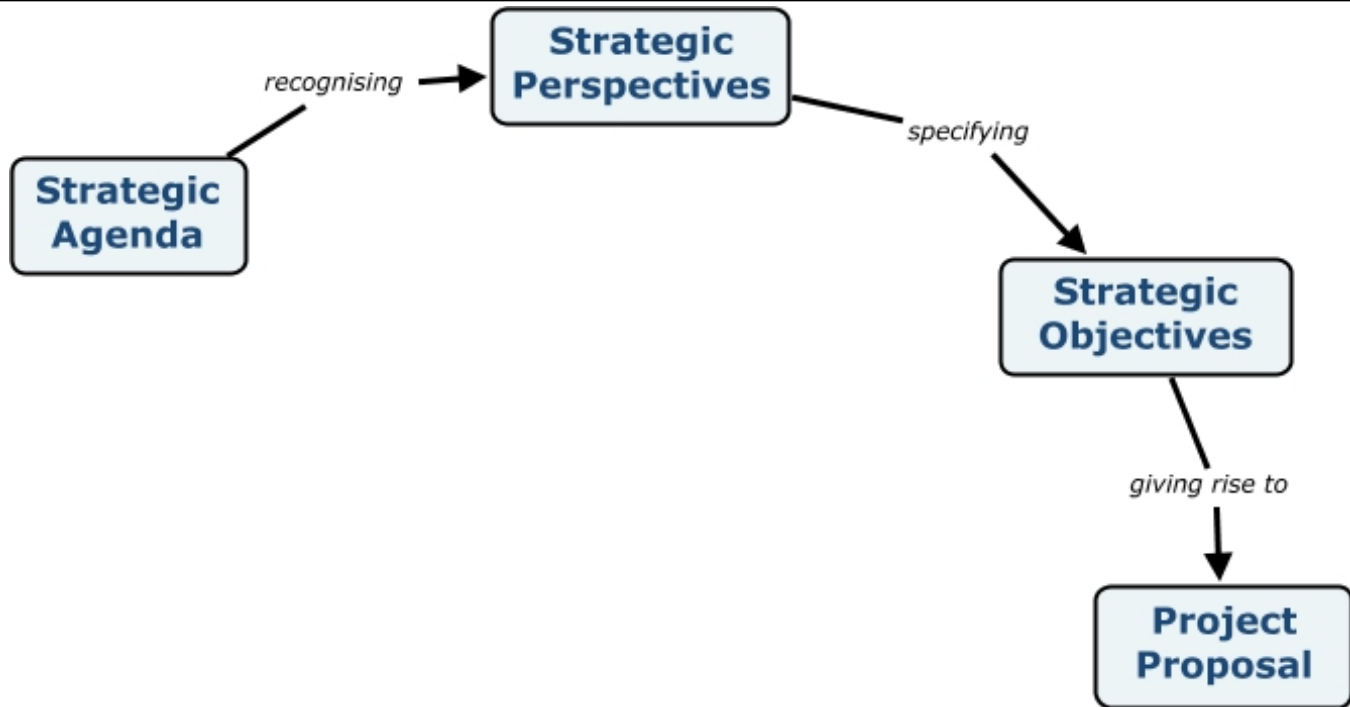
# what did *espida* do?

- Examined value and benefit deriving from the possession of digital assets (but has been shown to have wider applicability)
- Developed a methodology for expressing value/benefit in intangible assets
- Set the methodology in a broader strategic and project framework, demonstrating that value derives from alignment with an organisation's strategic objectives
- Produced outputs to enable the HE/FE community to use the methodology

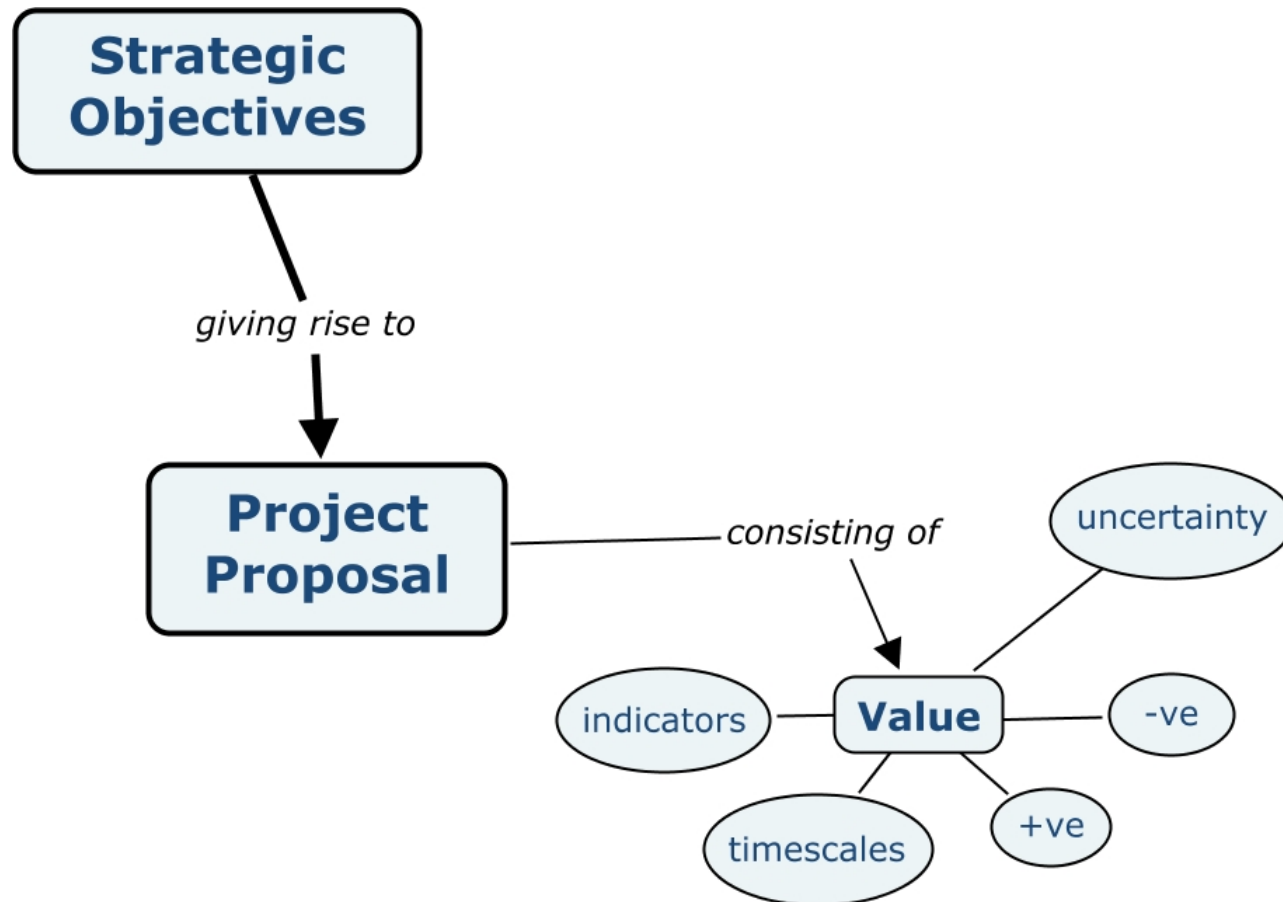
## Strategic Agenda







# Project Value

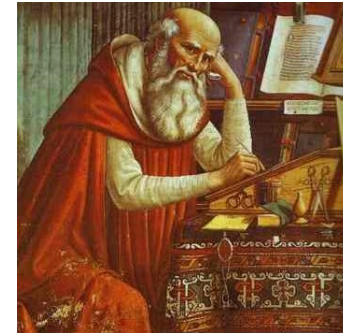


# Exploring Benefit

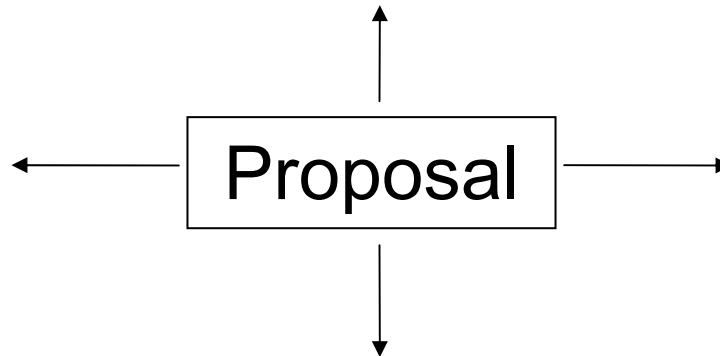
Customer and external stakeholder



Innovation and development



Internal business process



Financial



# Customer Perspective

- Contribution to Community
- Reputation/Brand
- Customer satisfaction
- Academic attractiveness
- Commercial Attractiveness

# Internal Business Perspective

- Information Accessibility
- Efficiency
- Effective decision making
- Process potential
- Compliance

# Innovation Perspective

- Intellectual capital
- Motivation and satisfaction
- Quality of research
- Quality of teaching
- Responsiveness to change

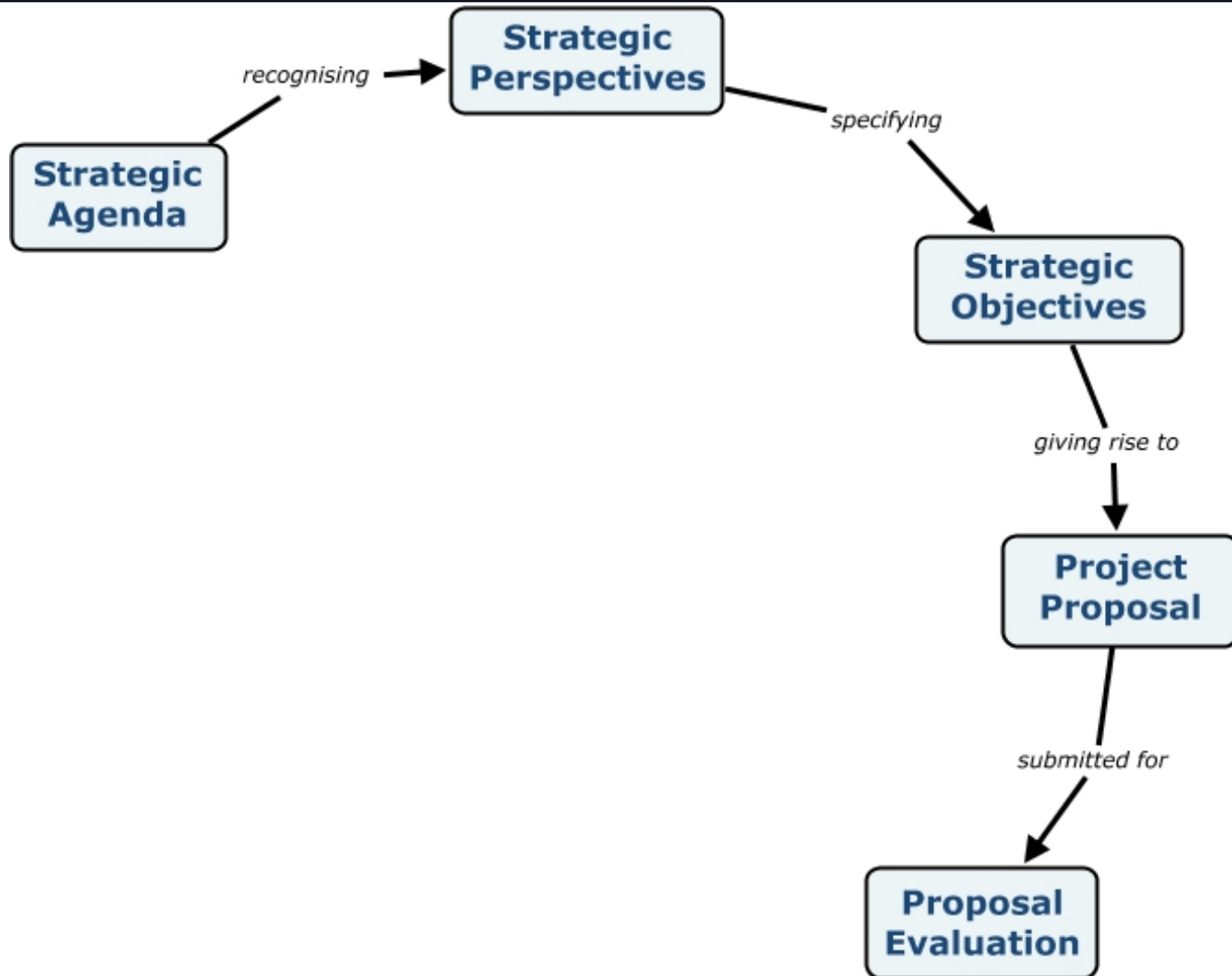
# Financial Perspective

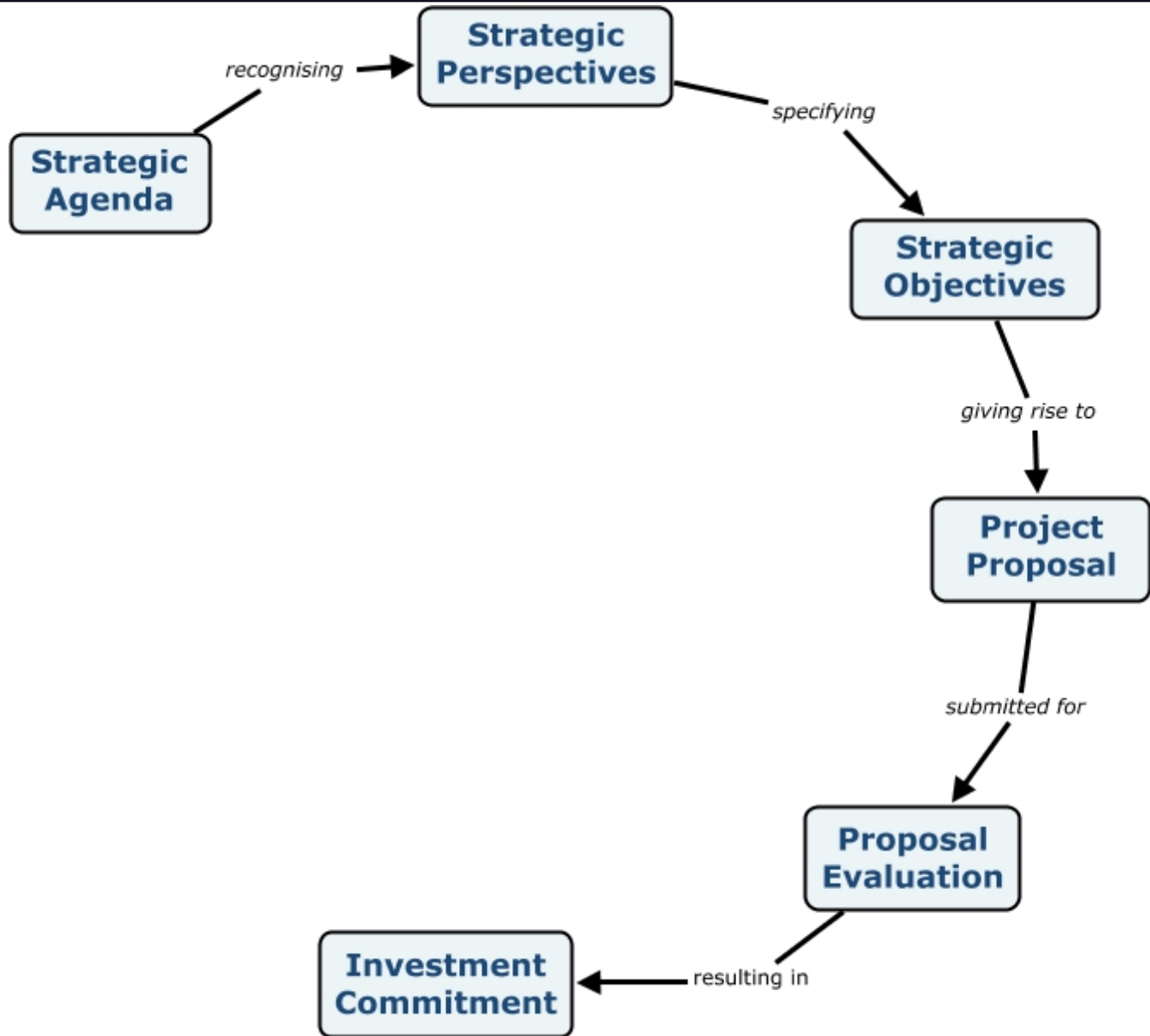
## *Income generation*

- selling assets
- licensing/rights to assets
- teaching and research
- contracts, grants, fees, etc.

## *Cost saving*

- labour time
- space
- return on investment
- direct expenditure





# The Impact Scorecard

## *Internal Business Process Perspective*

The contribution that will be made to the way that the University does things and its capacity to change and/or expand to take advantage of new opportunities.

	Contribution to:	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / -	Timescale	Longevity
P1	Information accessibility and open communications with staff and customers							
P2	Operational efficiency and productivity (within existing resources)							
P3	Effectiveness of decision making and responsiveness of leadership							
P4	Process potential and organisational flexibility to take advantage of future change							
P5	Compliance with legislation and regulation							
<b>EVALUATORS' SUMMARY</b>								

# Unpacking the Scorecard

- **Outcome** - A description of the proposed benefit for the particular objective.
- **Outcome Indicator** - An indication of how the outcome will manifest itself.
- **Category** - The relative importance of the outcome, as: 'primary', 'secondary' or 'additional'.
- **Likelihood** - The likelihood of impact coming to pass, as: low (<25%), medium (25-75%), probable (>75%).
- **+/-** - Is the proposed outcome a positive or negative one?
- **Timescale** - When a return on the investment might be expected as: short-term, mid-term or long-term.
- **Longevity** - How long the outcome might continue to provide benefit, there are no specific categories for this.

# Outcome indicators

Indicators should be chosen for:

- their ability to convey an understanding of the outcome
- their capacity to reflect the outcome accurately
- their appropriateness
- the cost of creating or collecting the indicators

# Scorecard Breakdown 1

## *Internal Business Process Perspective*

The contribution that will be made to the way that the University does things and its capacity to change and/or expand

	<b>Contribution to:</b>	<b>Outcome</b>	<b>Outcome Indicator</b> How will you know that it has happened?
P1	Information accessibility and open communications with staff and customers		
P2	Operational efficiency and productivity (within existing resources)		

# Scorecard Breakdown 2

expand to take advantage of new opportunities.

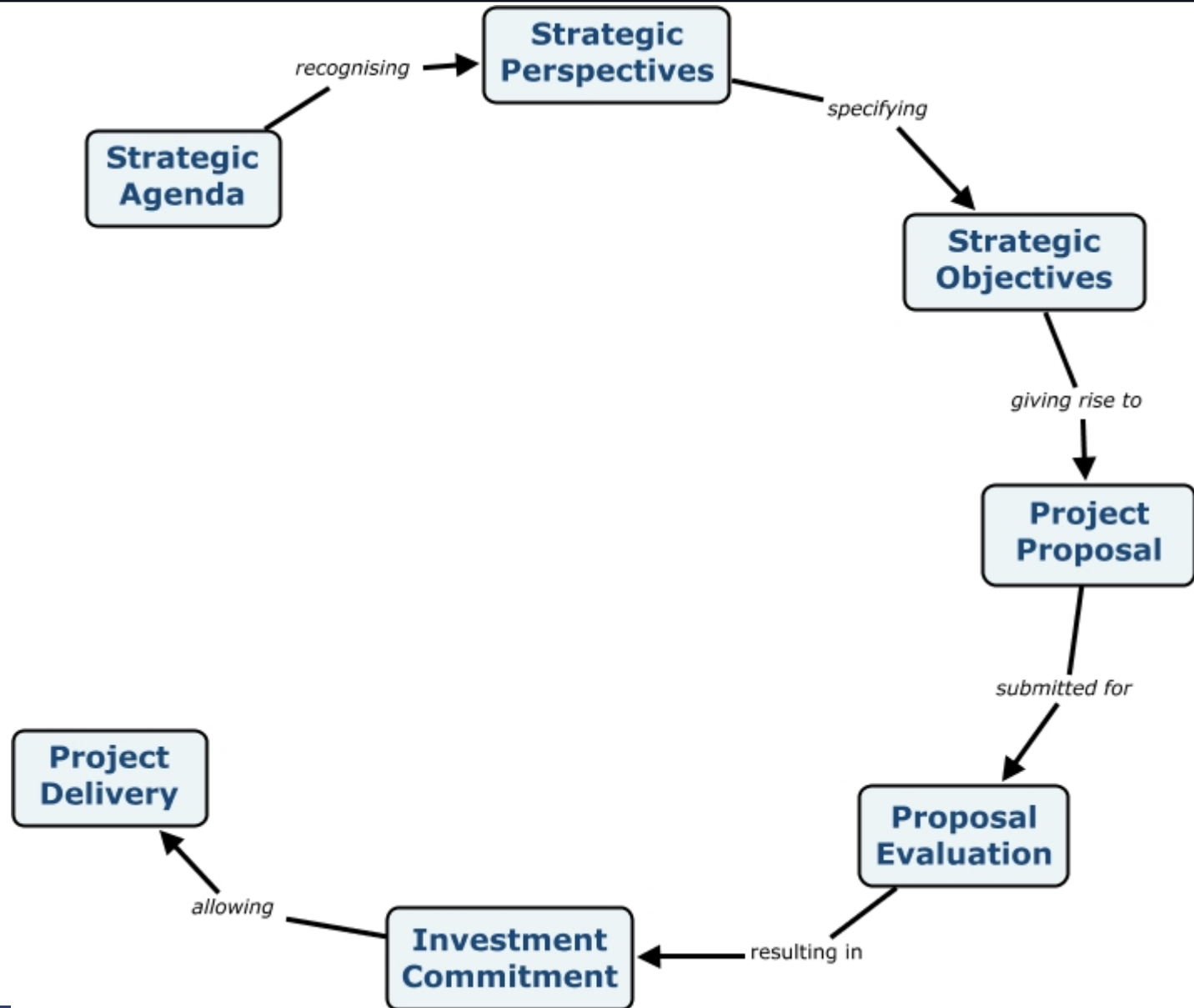
Category	Likelihood	+ / -	Timescale	Longevity

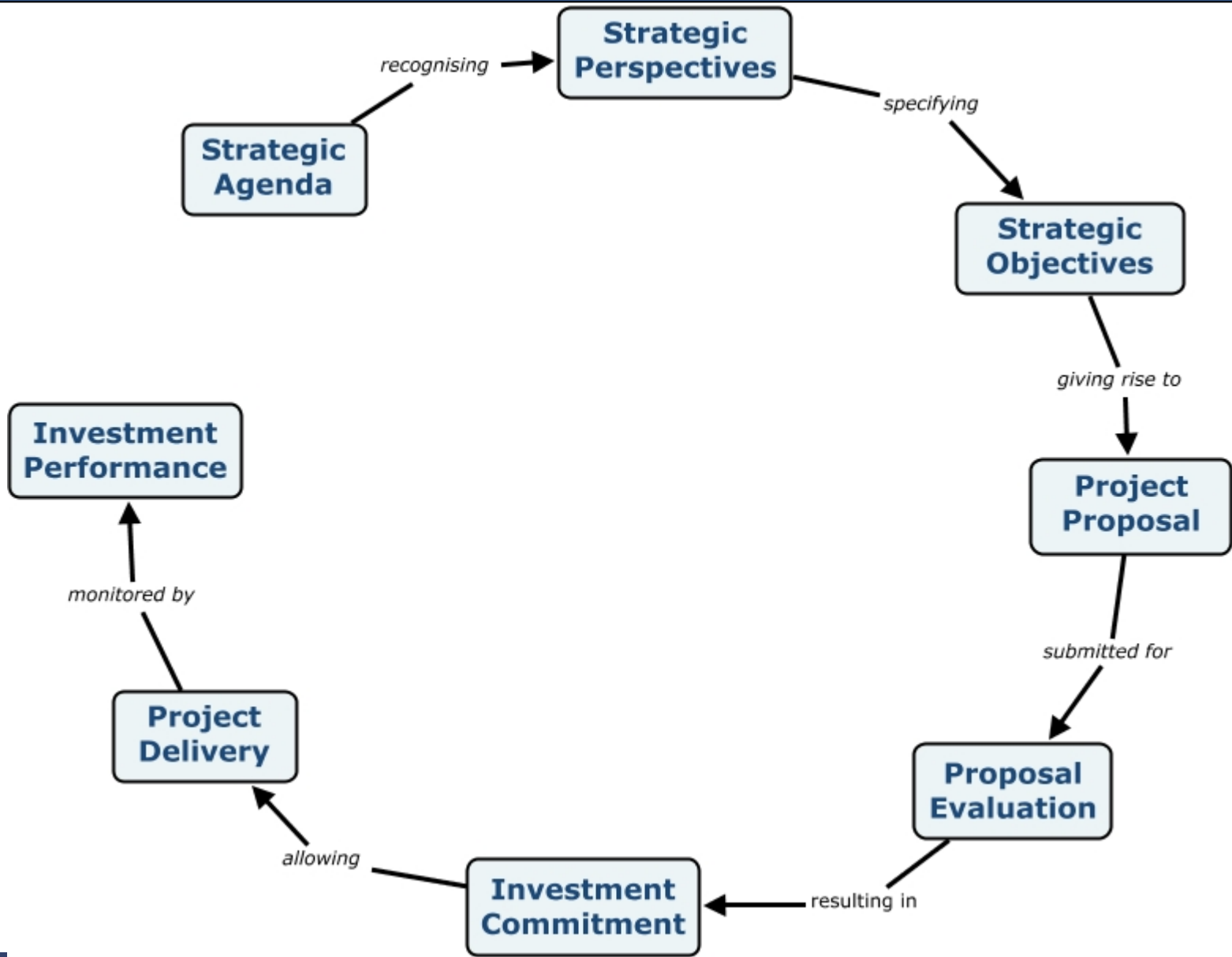
# Worked Example

## Innovation and Development Perspective

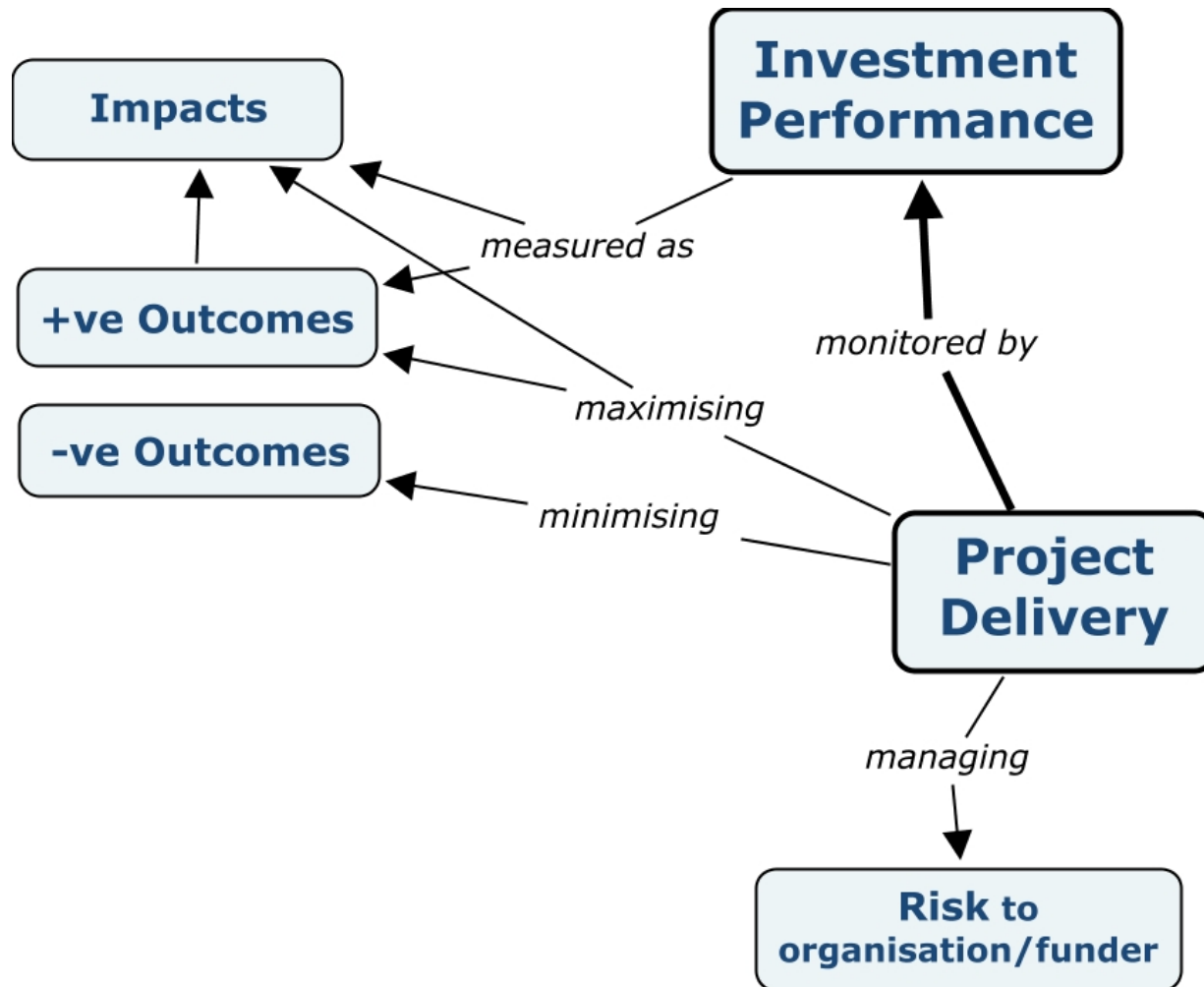
The contribution that will be made to the intellectual capital of the University and to a working environment in which the generation of new ideas is the norm for both individuals and groups.

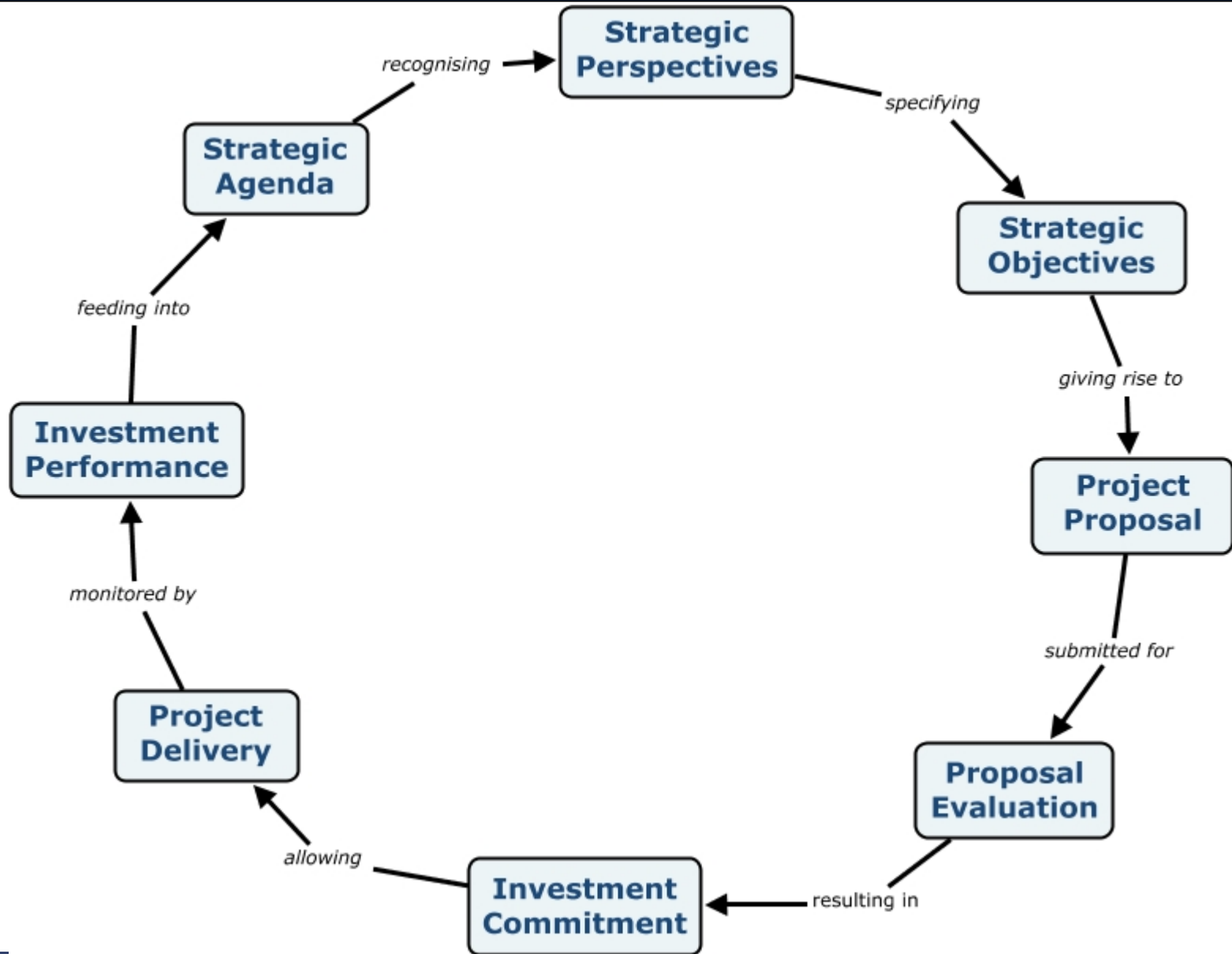
	Contribution to:	Outcome	Outcome Indicator How will you know that it has happened?	Category	Likelihood	+ / -	Timescale	Longevity
I1	Intellectual capital of staff and the organisation through internal generation or external procurement	Transdisciplinary collaboration and multi-institution collaboration fostered.	- 10% rise in number of papers that are from multi-departments (benchmarked from the number of multi-departmental publications at the moment). (Over 5 years) - Rise in multi-institution papers.	P	Med	+	Mid	Long-term
		Plagiarism more of an issue	- Increase in materials found through JISC's plagiarism software.	P	Low	-	Mid	Short term
I2	Motivation, fulfilment and satisfaction of staff and development of a climate of continuous improvement	Work more widely disseminated, leading to a more positive impression of impact of academic work	- Increase in views of authors' works (use indicator in B). - Positive response in annual survey.	P	Probable	+	Short	Long-term

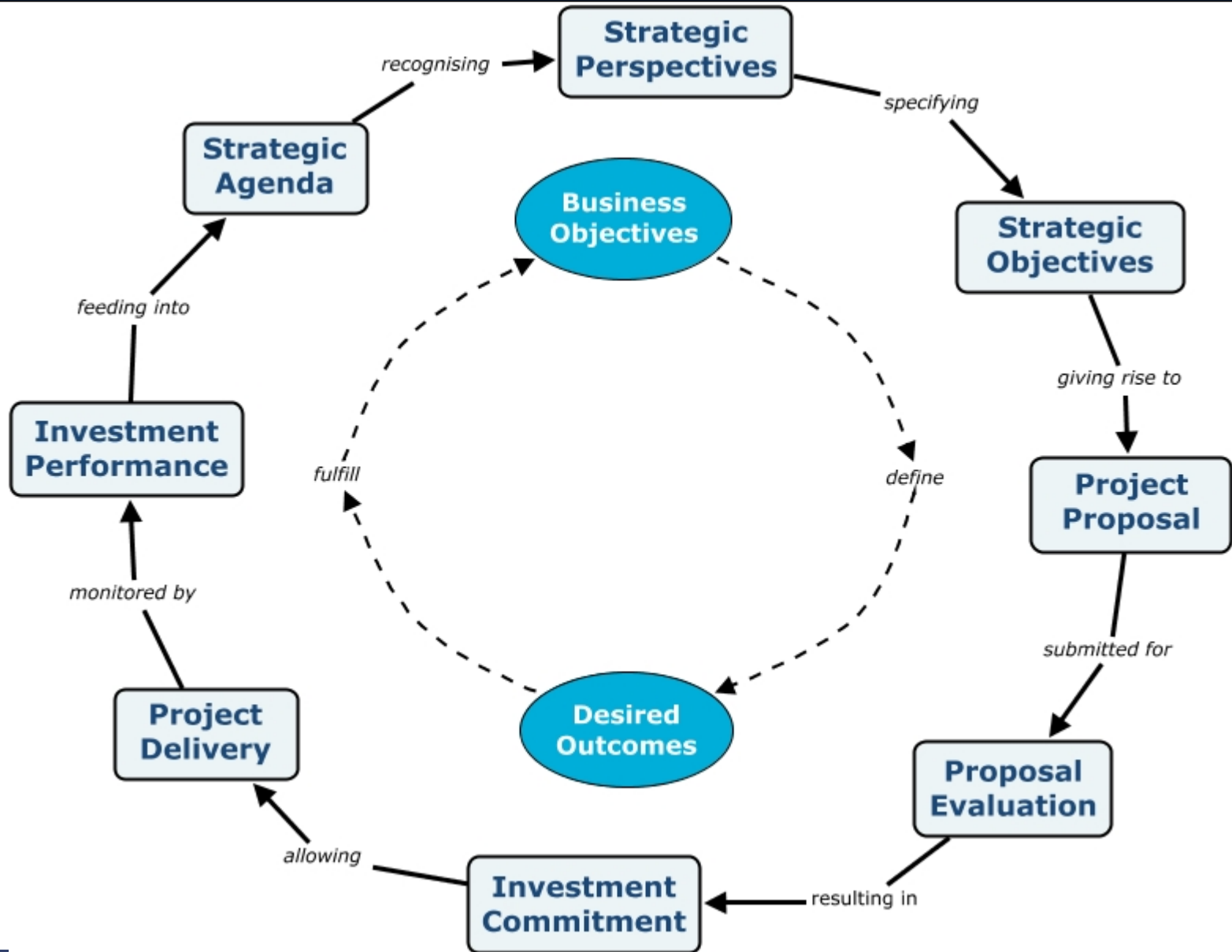




# Project Evaluation







# How the Scorecard can be used?

to help **project proposers** to:

- determine and convey areas of strategic importance,
- align their proposal to meet a strategic agenda,
- demonstrate how the proposal aligns with the strategic agenda,
- communicate project benefits effectively;

to help **JISC decision-makers** to:

- understand what the proposals are trying to achieve,
- see the likelihood of positive and negative outcomes,
- make informed decisions on proposals,
- measure the performance of the funding investment.