

TO: ALA Executive Board

FROM: Keith Michael Fiels, Executive Director

DATE: October 13, 2016

SUBJECT: Strategic Directions - evaluation and assessment

OVERVIEW:

A number of enabling strategies support the ALA strategic directions, including “an assessment and evaluation process to measure the effect of the strategic initiatives.”

In April, a framework was presented that will be used over the next three to five years to evaluate our progress in meeting the goals outlined in the strategic directions (summative) and the effectiveness of specific strategies in achieving these goals (formative).

The framework rests on the outcomes-based planning and evaluation model, used by the Institute for Museum and Library Services in assessing the impact of national initiatives and individual projects they fund. Through the use of this framework, we developed a logic model that includes the following components:

- Inputs: What did we use? How much did we spend? How much did we consume?
- Activities and services: What did we do?
- Outputs: How many units did we deliver? To whom?
- Outcomes: What did we achieve?

Traditional assessment approaches in libraries have tended to focus on outputs, which are relatively easy to measure. The model assessment and evaluation model we are using looks beyond outputs to outcomes, which better reflect the long term impact of projects and initiatives. We included elements from a model developed

by the University of Wisconsin, that further articulate outcomes by distinguishing between:

- Short Term Knowledge
- Medium Term Actions
- Long Term Conditions

Over the course of the summer and fall, the three strategic directions coordinating teams have been meeting with the Office for Research and Statistics (ORS) to discuss and identify meaningful metrics for assessing and evaluating the success of key strategies for each of the three Directions. The attached tables show inputs, activities, outputs and outcomes that have been initially identified for three key strategies for each Strategic Direction.

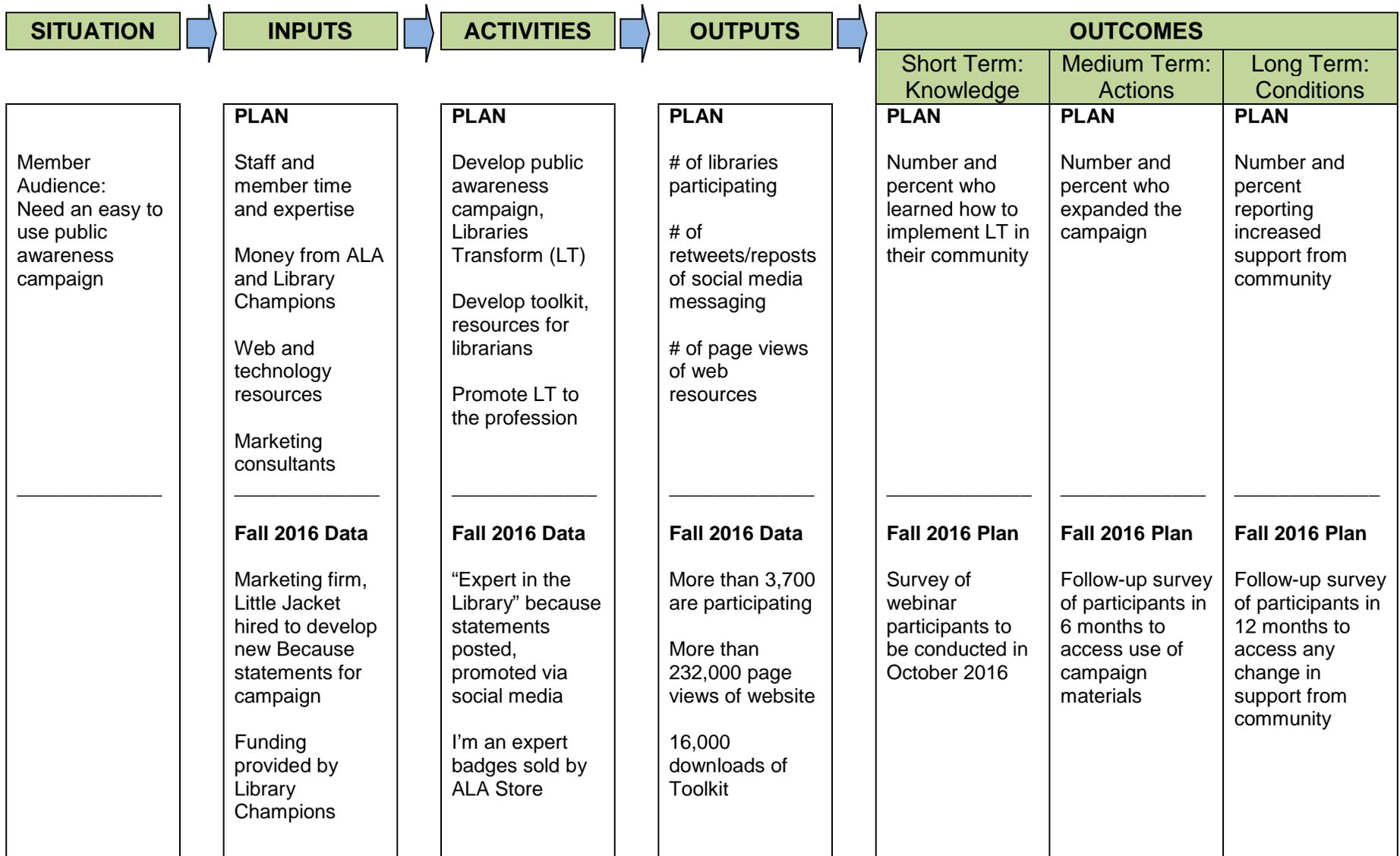
Metrics regarding activities and outputs are already being collected by the units involved in each of the strategies, and are referenced in the narrative progress reports which are being presented to the Board this October. Over the course of the fall, this data gathering by the units will begin to be supplemented by participant surveys, which will provide some metrics and anecdotes regarding outcomes.

ORS will take over the task of coordinating and supporting member and public surveys to help measure impact where those are the most effective methods of assessing impact (an example would be a change in public perception). Also brought to bear will be research studies and survey data collected by other organizations, such as the Pew Research Center. By using this framework and aligning ALA and external data components, we will be able to more effectively benchmark and collect data on various desired outcomes.

Ultimately, the framework and data collection using a variety of methods and a variety of sources will produce a much more comprehensive understanding of the impact and the success of our strategies over time.

ADVOCACY LOGIC MODEL*

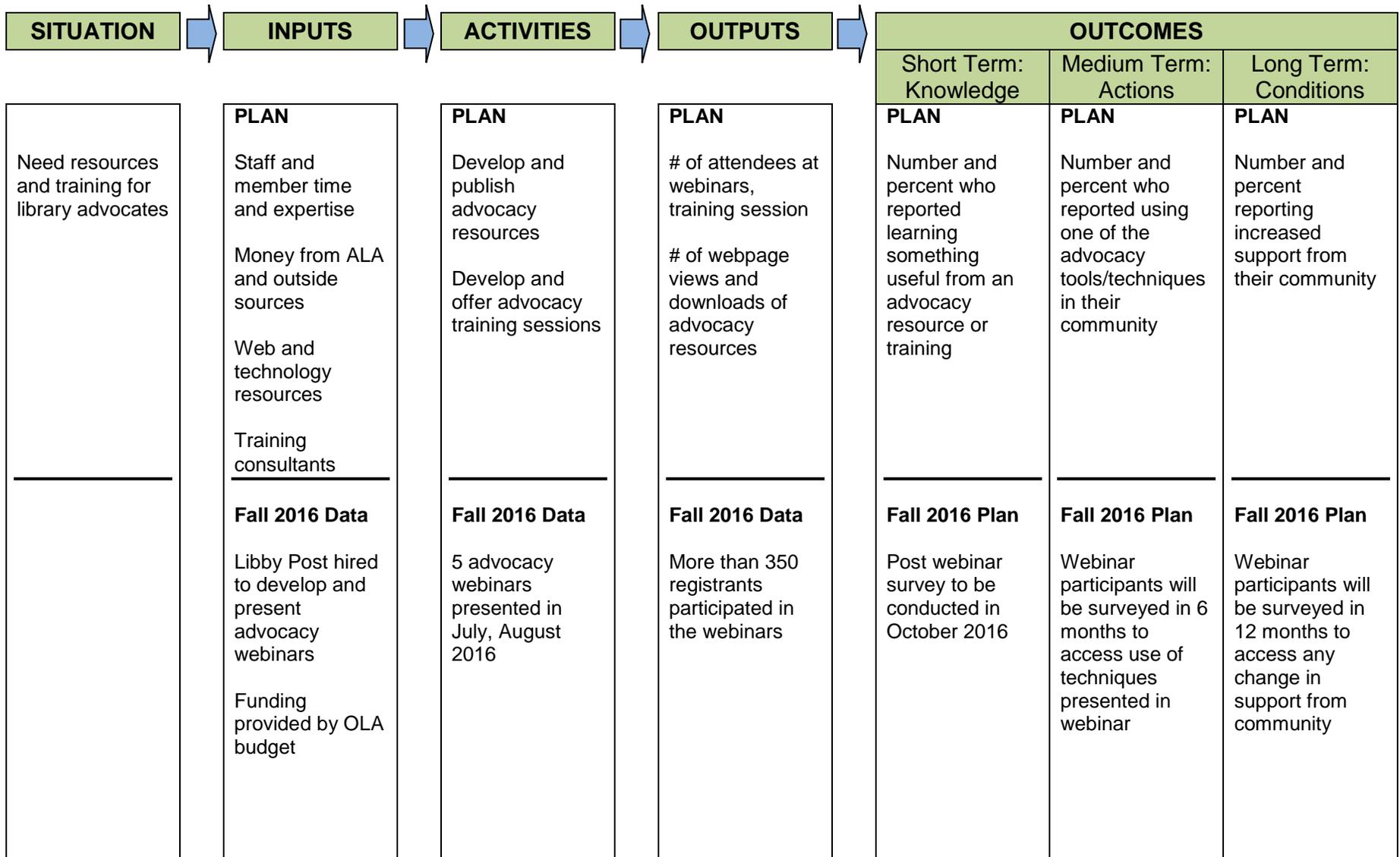
Advocacy Strategy 1: Develop a sustained national advocacy campaign to increase public awareness of the value, impact and services provided by librarians and libraries of all types



*Adapted from the University of Wisconsin Extension, <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodelworksheets.html>

ADVOCACY LOGIC MODEL*

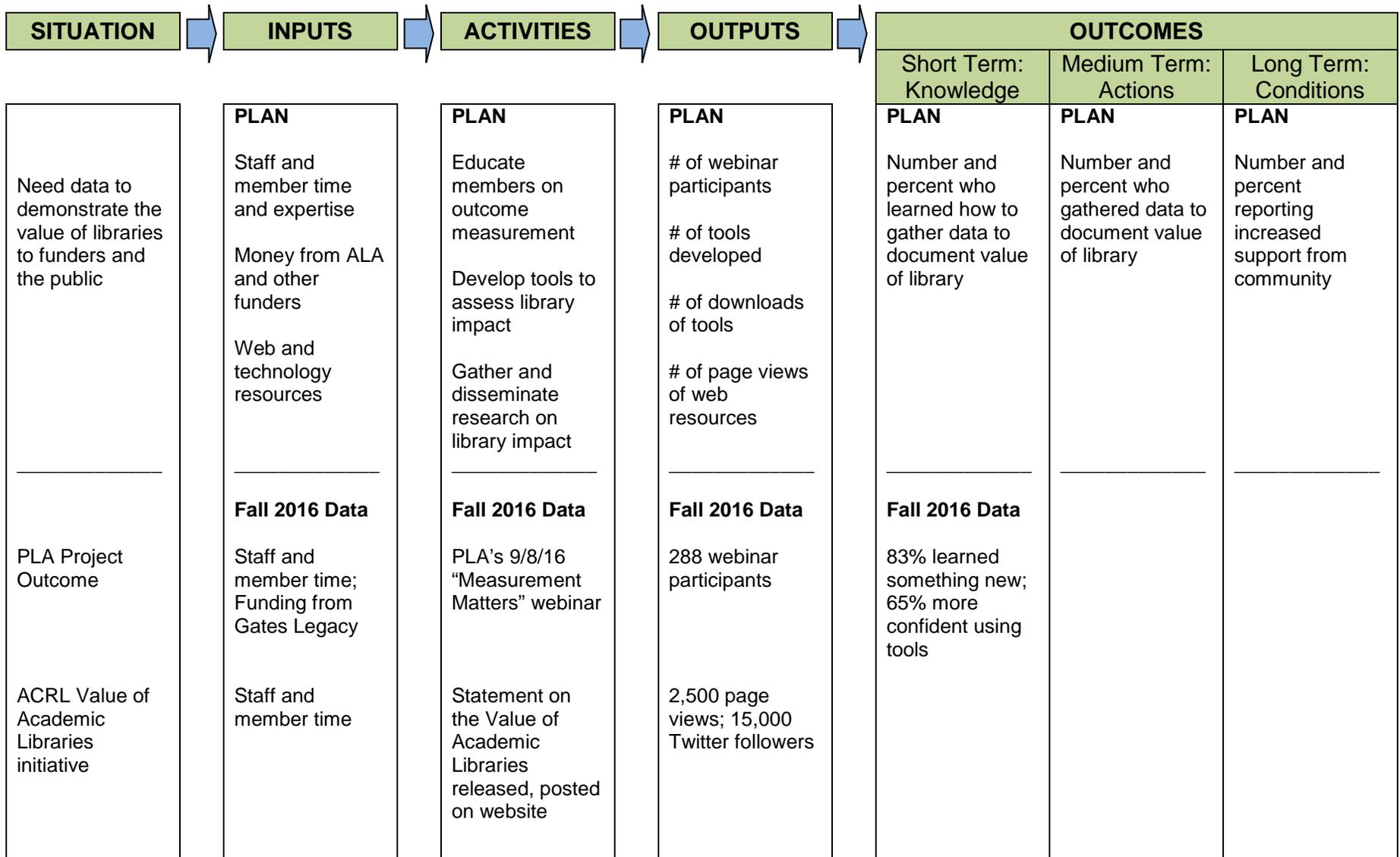
Advocacy Strategy 2: Provide coordinated resources and training to keep library advocates informed and engaged.



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ADVOCACY LOGIC MODEL*

Advocacy Strategy 4: Gather, develop, and disseminate research documenting the value, outcomes, and impacts of libraries of all types

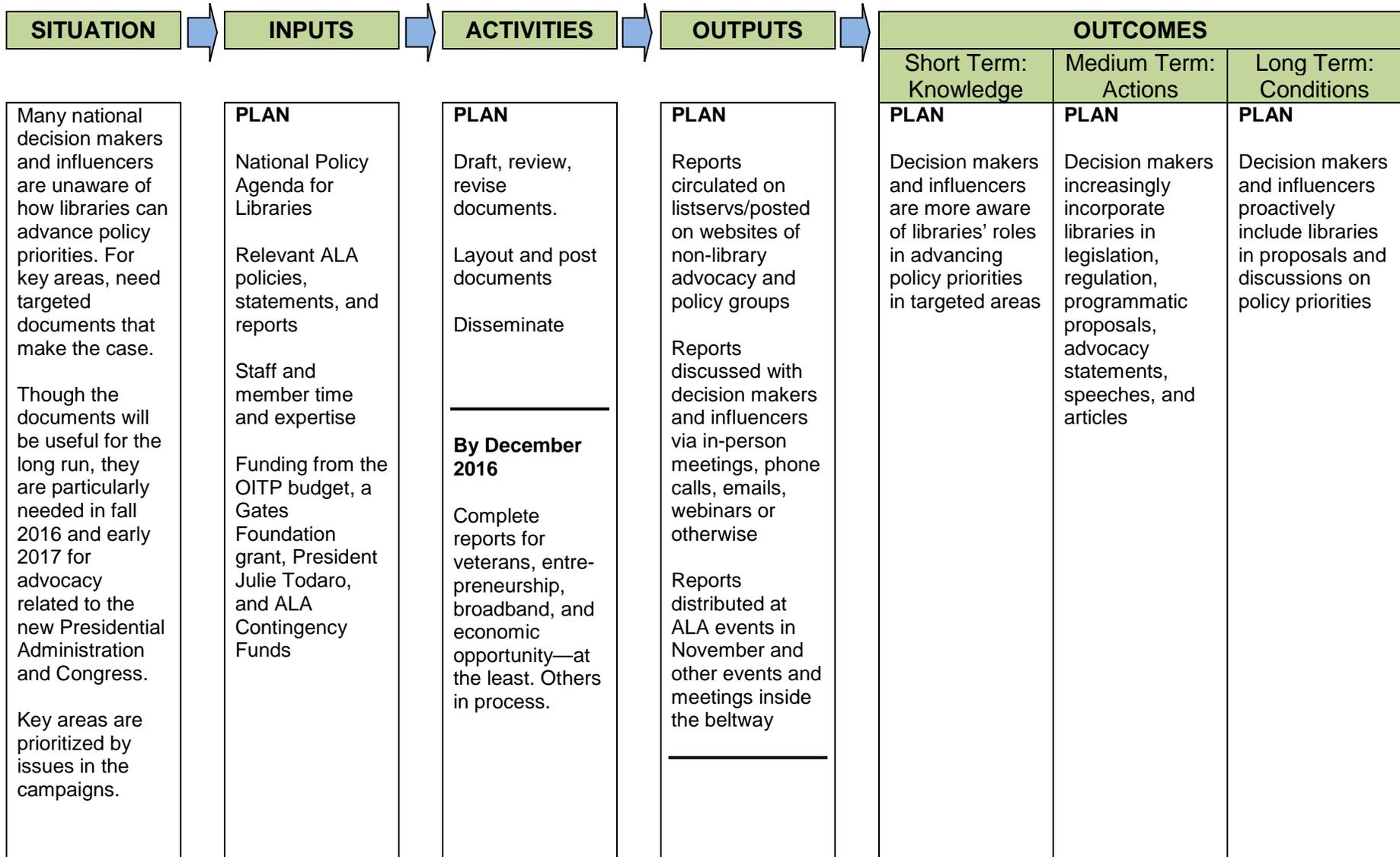


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INFORMATION POLICY LOGIC MODEL

Strategy 1: *Develop and revise positions and strategies for each information policy issue based on ALA values and priorities and substantive (facts and data) and analysis of threats and politics.*

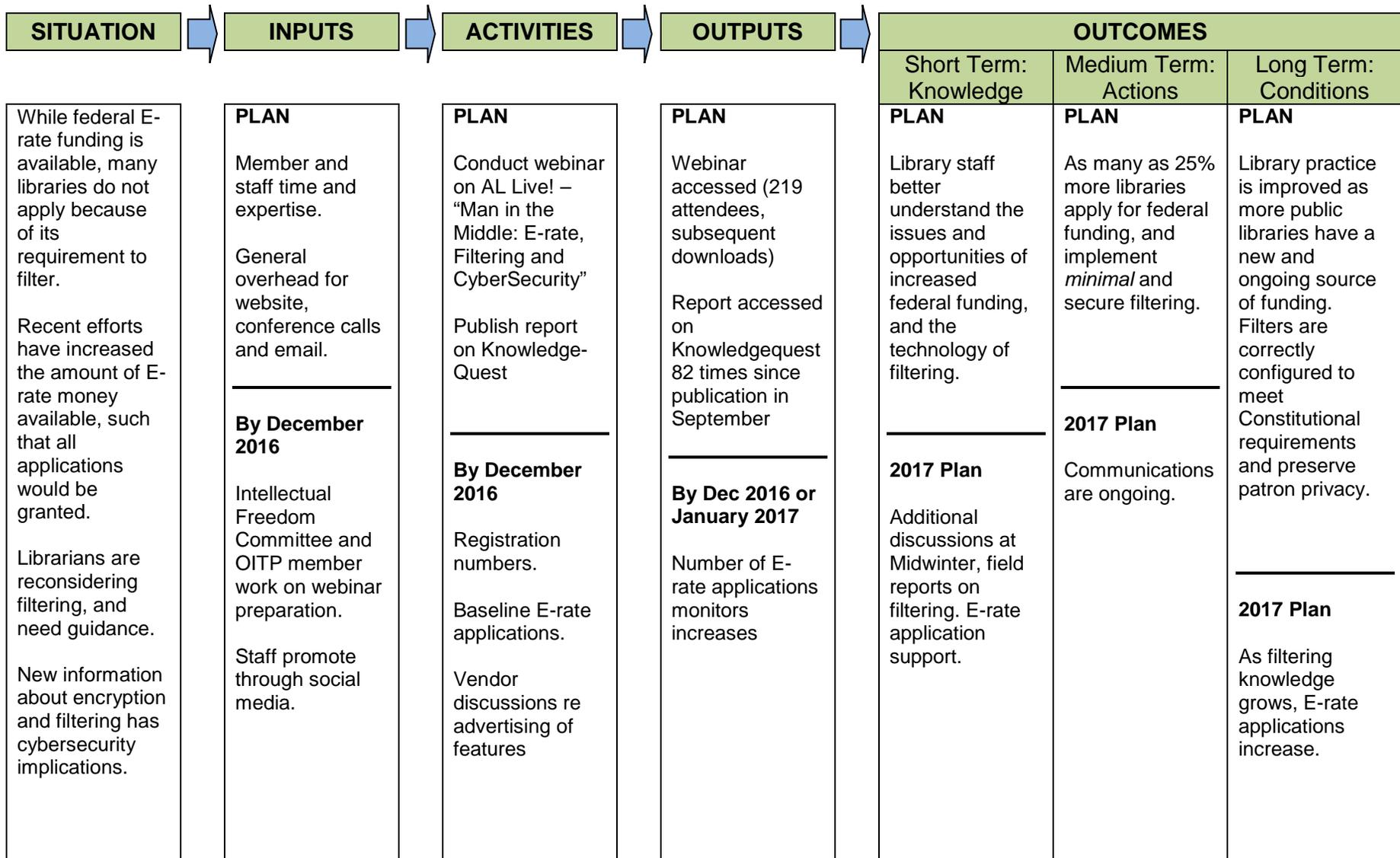
National Policy Reports



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“Man in the Middle: E-rate, Filtering and Cybersecurity” webinar.



INFORMATION POLICY LOGIC MODEL

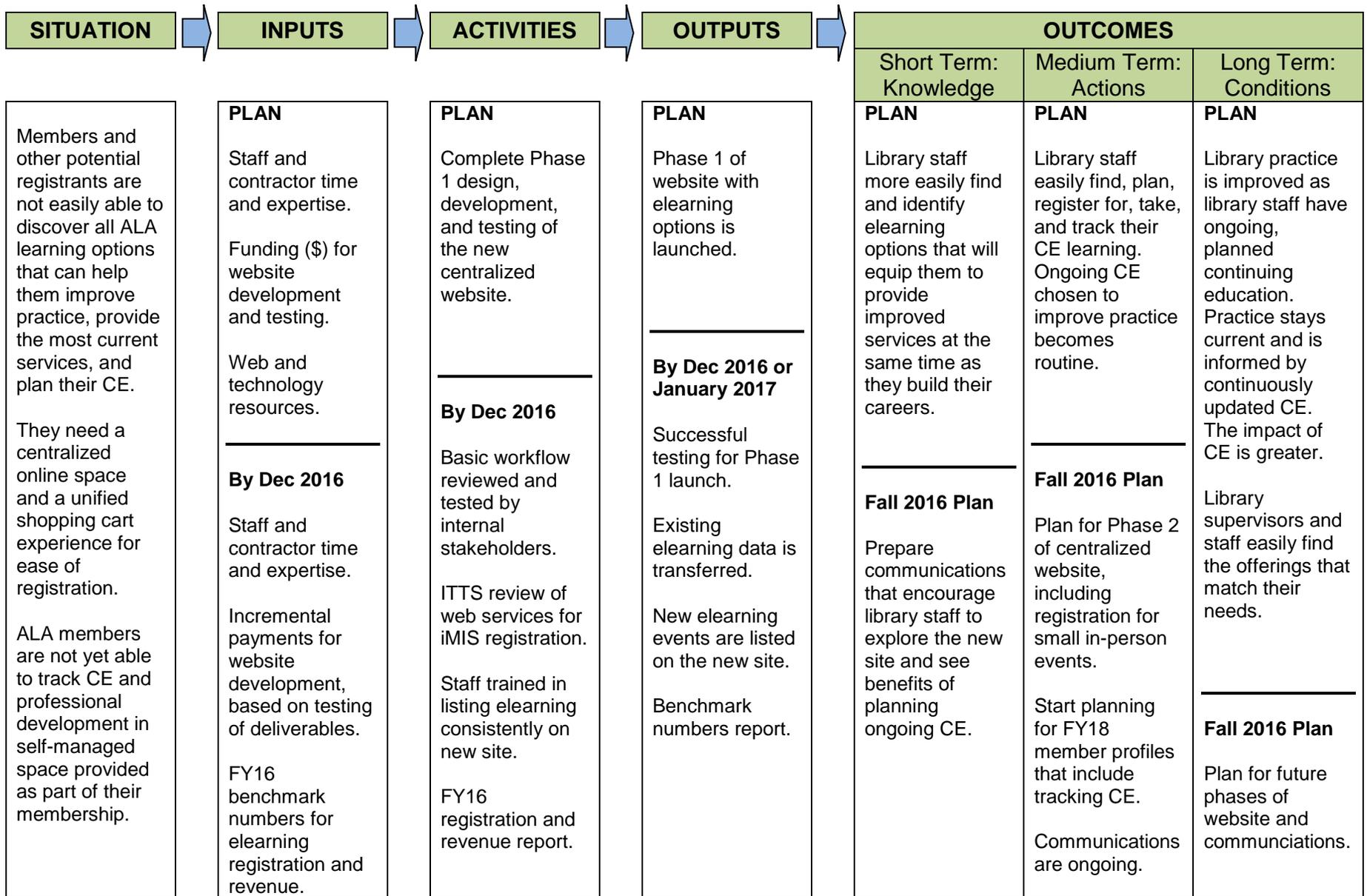
STRATEGY 2: Develop and maintain information policy messaging and mechanisms to communicate with all relevant audiences.

Banned Books Week

SITUATION	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES		
				Short Term: Knowledge	Medium Term: Actions	Long Term: Conditions
<p>Americans have an uneasy relationship with the First Amendment. While they trust librarians, citizens and leaders are often offended and seek to limit the exercise of some speech, even protected political and religious viewpoints. There have been recent attempts in Virginia to require the labeling of all books in high school English curriculum to allow parents to review and opt their children out of sexual content in literature.</p>	<p>PLAN</p> <p>Staff time</p> <p>Budget for design, printing, shipping</p> <p>Banned Books Week Coalition member time</p> <p>Finalize collateral.</p> <hr/> <p>By Spring 2016</p> <p>Staff and contractor time and expertise.</p> <p>Incremental payments.</p>	<p>PLAN</p> <p>Promote via advertising and social media.</p> <p>Prepare talking points.</p> <p>Deliver 2016 BBW</p> <hr/> <p>By October 2016</p> <p>Sales figures for collateral (strong, most of collateral gone)</p> <p>Number of vetted media interviews (approximately 20)</p>	<p>By Oct 2016 or</p> <p>Reach of messages (1,176 articles/mentions, 2.8 billion circulation rate, 90,000 publishing/library industry subscribers).</p> <p>Support expressed by opinion leaders and media (PW, Time, NPR, Voice of America.</p>	<p>PLAN</p> <p>Media and community leaders know that censorship challenges continue, and associate librarians with brand of intellectual freedom, and the rising issue of diversity in American culture.</p> <hr/> <p>Fall 2016 Plan</p> <p>Media and local support for emerging challenges. Oregon, Minnesota, Virginia.</p> <p>Design work begins for BBW 2017</p>	<p>PLAN</p> <p>Build on the brand: strengthen outreach to schools, push adoption of core policies.</p> <p>Start on next year's planning for BBW.</p> <hr/> <p>2017 Plan</p> <p>Develop and deliver BBW 2017.</p> <p>Develop additional focus on diversity and challenges. "Our Voices" initiative.</p>	<p>PLAN</p> <p>Libraries and librarians receive stronger and reliable media support for intellectual freedom.</p> <hr/> <p>Fall 2016 Plan</p> <p>Plan for additional communications.</p>

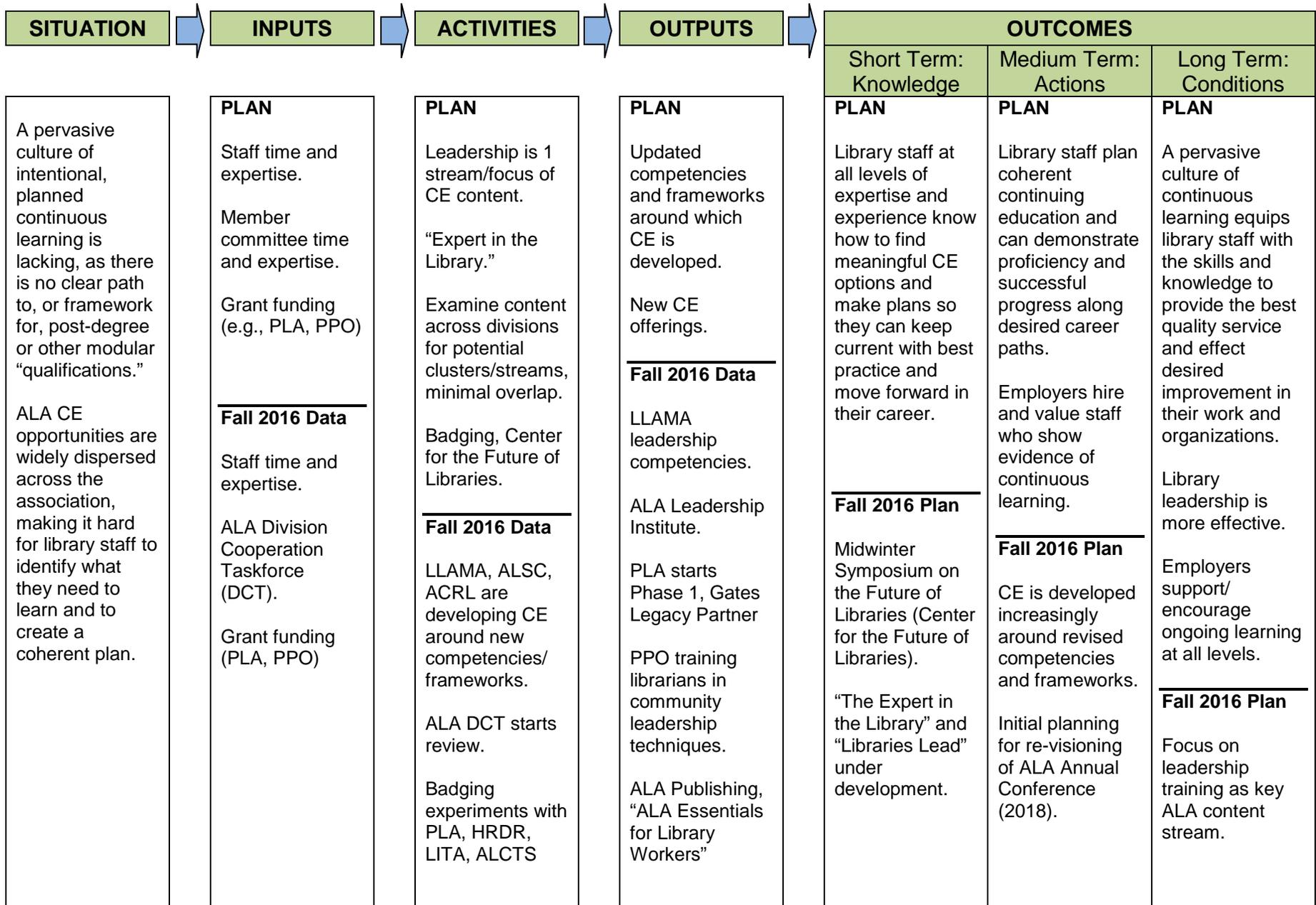
PROFESSIONAL & LEADERSHIP DEVELOPMENT LOGIC MODEL

Strategy 1: Centralized organization of options. Develop the ALA professional development space as one centralized online space.



PROFESSIONAL & LEADERSHIP DEVELOPMENT LOGIC MODEL

Strategy 3: Content/Recognition. Develop clear, cohesive education tracks and streams of content for continuing education with formal, meaningful mechanisms to recognize achievement. There is a focus on changing practice in a rapidly evolving environment.



PROFESSIONAL & LEADERSHIP DEVELOPMENT LOGIC MODEL

Strategy 7: Diversity. Enhance recruitment/retention for diversity across the profession.

