Developing, Monitoring, and Evaluating: A Framework for Evidence-Based Strategic Planning

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FRAMEWORK FOR STRATEGIC ACTION, 2015-2018
University of Illinois Library at Urbana-Champaign
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Mission
The University Library is central to the intellectual life of the University. By providing and stewarding collections and content that guarantees a current and representative record of human knowledge and by offering a wide array of services, it enhances the University’s activities in creating knowledge, preparing students for lives of impact, and addressing critical societal needs. The Library advances the University’s goals by ensuring unfettered access to information and by providing a network of expertise that ensures value, quality, and authenticity of information resources. The Library integrates and manages knowledge to enable learning and the creation of new knowledge.

Principles
The work of the University Library is guided by the following enduring principles:

MISSION-FOCUSED | The Mission of the University Library and the Mission of the University provide a roadmap and serve as the broad parameters for action as we deeply engage the teaching, learning, research, engagement, and economic development purposes of the University.

ACTION-ORIENTED | The University Library is a proactive organization that carefully charts a future path that builds on past success while encouraging experimentation and innovation. Our work is in service to the community from the provision of services to the creation of the intellectual record for the ages, and within the creative and entrepreneurial spirit of our organizational culture.

USER-FOCUSED | The University Library is guided by user needs in developing services, collections, and spaces, including current and emerging practices in teaching, learning, and scholarship, through our collaborative relationships with our user communities.

EVIDENCE-BASED | The University Library uses assessment, input from user communities, research and development, best practices from the profession, peer review, and benchmarking in making decisions and evaluating our success.

INCLUSIVE | The University Library is intentionally inclusive of all members of its community in pursuing its Mission, recognizing the strengthening effects of diversity, dialogue, and difference and of engaging inclusive practices.

EMPOWERING | The University Library chooses strategies and approaches that empower library employees and users to carry out their work independently while also recognizing our collective responsibilities.

LEADING | The University Library is a leader on campus and in the library community nationally and internationally in research, development, and building partnerships to work collectively and collaboratively to address challenges and increase impact. These relationships generate future-thinking services and programs.

Directions
The University Library deliberately developed a Framework for Strategic Action rather than a traditional strategic plan. We recognize that we must respond to changing circumstances as well as emerging opportunities in order to carry out our Mission and advance the University. As such, the Framework for Strategic Action identifies the parameters that guide our work but leaves open possibilities for emerging opportunities and development of new activities.

1. Strengthen the campus infrastructure to support scholarship and innovation.
   a. Systematically build and support cross-functional library teams to support campus research groups, especially those that are multi- or inter-disciplinary, inter-institutional, and/or international.
   b. Develop and implement an innovation architecture for faculty profile sharing.
   c. Expand research data services and accompanying education initiatives, focusing on data curation, use, and dissemination.
   d. Develop a systematic program of services and tools that supports the full life cycle of scholarly communications.
   e. Support student and faculty access to and experimentation with new and innovative tools of scholarship.

2. Ensure an integrated and coherent user experience of library services focused on user success in information retrieval and use.
   a. Optimize discovery, access to, and accessibility of all library resources, collections, and services.
   b. Systematically track library metrics to understand and measure effectiveness and impact.
   c. Develop a consistent and integrated library-wide search, engagement, and marketing strategy, including a designated unit and staff to support this work.
   d. Expand the library liaison program strategically to include assigned liaisons for student affairs, administrative units, research units, and campus-affiliated organizations.

3. Maximize the use and impact of library services, collections, and spaces.
   a. Review and revise the Library Master Plan to reflect emerging trends in library design and utilization.
   b. Develop collaborative spaces and incubator environments to foster research and learning, enable the creation and application of new knowledge, and support student success within and across disciplines.
   c. Invest in a vibrant and dynamic organizational culture and structure that is participative and results from diverse and inclusive teams.
   d. Create a culture that supports and stewards a vibrant community of researchers and educators.

4. Capitalize on the University Library’s national and international leadership to strengthen the research library ecosystem.
   a. Lead regional and national efforts to shape cooperative collections and related services.
   b. Expand access to unique collections and resources.
   c. Leverage international engagement to develop unique collections, services, and partnerships that support the University’s global aspirations.
   d. Provide education and training programs to enhance the research library workforce.
   e. Foster a culture of collective and individual research and development that investigates and disseminates innovative practices.
Data in Phases of Strategic Planning

**Documenting & Diagnostic**
Inform Decision-making

**Monitoring**
Assess Implementation

**Evaluating**
Judge Success
Documenting - Descriptive

- What are we doing?
- How much are we doing?
- What resources are being used?
- What is the impact?
- Who are the stakeholders?
Diagnostic - Interpretative

- Are we doing the right things?
- Are we doing them effectively?
- Are we doing them efficiently?
- From whose perspective(s)?
Monitoring

- Implementation Fidelity
- Progress Over Time
Evaluating

- Achievement
- Developed Capacity
Characteristics of Useful Data

- Available
- Valid and Reliable
- Relevant/On Topic
- Clearly Presented
  - Individual or Analyzed
  - Episodic or Time-Series
Figure 1.2 Stages of evidence-based practice in the context of required practitioner expertise.
If You Want to Encourage Data Use

- Assess and improve data context (information flow, barriers, quality)
- Identify, engage, and involve data users and data producers
- Improve data quality
- Improve data availability (access, synthesis, communication)
- Identify information needs
- Build capacity (training, technical assistance, coaching)
- Strengthen organizational infrastructure
- Monitor, evaluate, and communicate data use success

Adapted from Tara Nutley, “Improving Data Use in Decision Making: An Intervention to Strengthen Health Systems” (MEASURE Evaluation Special Report), 2012

Report details activities, tools, outputs, immediate outcomes, and long-term outcomes.
Experiences? Advice? Questions? Comments?

THANK YOU!
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