# DEFINITIONS

## General

**Results-based management (outcome-based evaluation and planning):** A type of management process that relies on assessing results from enacting and implementing strategies for guiding future decisions.

**Evaluation:** The art of systematically collecting, analyzing, and using information to answer questions about the results from enacting and implementing strategies (and their activities) in policies, programs and projects. Evaluation is one featured component in results-based management.

**Evaluation methodology:** A set of qualitative or quantitative research methods used in an evaluation.

**Priority**: One of the eight areas listed in the 2010 IMLS Reauthorization. A priority is analogous to a federal goal.

## Phase I Planning Terms (March 2011-October 2011)

**External Issue:** Key factor outside of the jurisdiction of any state library agency which impacts one of the priorities in the 2010 IMLS Reauthorization.

**Barrier**: An external issue, continuing into the future that will prevent a course of action or make a desired course of action very difficult for any state library agency to achieve a priority. One cannot eliminate a barrier; one either mitigates it or avoids it. A barrier may also be called a threat.

**Opportunity**: An external issue, continuing into the future that will facilitate a course of action or make a course of action easier for any state library agency to achieve a priority. Like a barrier, an opportunity is always outside of the control of an organization; one can chose to accept or welcome it.

**"ESTO" Issues (types of issues for both barriers and opportunities):**

**Economic**: What current or emerging economic trends (e.g. state budget, library costs, community income levels, employment rate, availability of funds for library services) might have an impact on achieving at least one of the priorities?

**Social-cultural**: What current or emerging lifestyle trends (e.g. amount of time spent online, status symbols, attitudes, customer needs and expectations, generational differences) and other components of culture are likely to affect the field? What demographic issues (e.g. age, racial/ethnic diversity, family size) are likely to affect achieving at least one of the priorities?

**Technological**: To what extent are existing technologies (e.g. online search engines) maturing? What technological developments or trends (e.g. Web 2.0, e-books, i-pads) currently do or could affect achieving at least one of the priorities?

**Other**: These trends might involve issues, for example, specific to the natural environment, civic ethos, or changes in public sector resources that have an impact in achieving at least one of the priorities.

**Strategy**: A plan of action involving allocation of resources to achieving at least one result. Strategies can be taken in sequence or at the same time.

**Activity**: A part of a larger strategy. Strategies and activities involve policies, programs, and projects.

**Metrics:**  Measurements used to understand some quantifiable component of an organization's performance.  Metrics include a wide variety of tools to gather, store, analyze, and provide access to data to help planners make good decisions.  They help in looking at correlations between completed activities and subsequent results related to impacts on barriers, opportunities and on the priorities themselves.

**Logic mapping:**  analytical process for connecting actions with series of subsequent results over the short-term and long-term**.**

**Backward logic maps** *(aka* **concept maps):**  the first part of a logical mapping process in which end-results (i.e., goals, priorities) are connected to external issues (opportunities or barriers) and then to strategies.

**Forward logic maps (aka results chains):**  the second part of a logical mapping process in which strategies gets delineated into particular activities and then linked to short-term results and short-term results are linked to long-term results.  At some point in a "chain", a targeted result is the "capture" of an opportunity/barrier identified in the initial backward logic map.  The chain is finished when the end-point (priority, goal) is reached.

**Objectives and metrics**: the third part of a logical mapping process.  Objectives are desired targets associated with a critical result identified somewhere along a forward logic map (results chain).  Metrics are used for assessing the degree to which an objective has been met.

**Results-based management plan:**  a formal document that presents a plan for pursuing results-based management over a certain period of time based on the backward logic maps, forward logic maps and objectives and indicators.  The RBM plan also will contain additional discussion of strategic issues, especially for transitioning to implementation and integrating an evaluation for continuous assessments of the effectiveness of both the plan and its subsequent implementation.