**Appendix A: Evolution of Measuring Success Initiative**

**Phase I: Develop an Assessment Framework (spring 2011-Winter 2012)**

1. Initial Mapping of Results (March 2011-August 2011)
2. Identified objectives associated with various LSTA priorities; specify opportunities and barriers that significantly influence achieving the objectives. (LSTA conference participants, March 2011; LSTA priority working groups, May 2011-June 2011).
3. Development of more than 20 “results chains” around identified objectives for an LSTA priority (LSTA priority working groups, July 2011-August 2011).
4. Recommended points on initial results chains meriting assessment and benchmarking at a national level (LSTA priority working groups, August 2011)
5. Refinement of Mapping of Results (September 2011 – January 2011)
6. Consolidation and simplification of results chains around six common focal areas (LSTA technical advisory group, September 2011-November 2011).
   1. Lifelong learning
   2. Employment & small business development
   3. Community services
   4. Digitization
   5. Databases
   6. Civic engagement
   7. Library staff and leadership development
7. Review progress, content and process in emerging assessment framework (LSTA library leadership team and COSLA, October 2011)
8. Proposed metrics and/or qualitative methods for benchmarking and assessment (LSTA technical review group, October 2011-November 2011).
9. Cross-walk of refined results chains to work done earlier by LSTA priority working groups to ensure coverage of numerous programs/services and target audiences included under refined assessment frameworks linking results chains with metrics/qualitative methods (LSTA technical review group, October 2011-November 2011).
10. Finalization of Draft Assessment Framework
11. Peer review of assessment framework by external subject and methodological experts (December 2011).
12. Initial reviews of draft assessment report (LSTA technical review group, LSTA library leadership team, January 2012)
13. Vetting of draft assessment report (all SLAA agencies, COSLA and other stakeholders, winter 2012)

Phase II: Piloting (fall 2011-Fall 2012)

1. Internal IMLS review of requirements and current practices for financial accountability, program monitoring and performance assessment for potential streamlining (IMLS, November 2011-February 2012)
2. Baseline survey of SLA agencies for assessing perceptions of existing practices and capacity for potential implementation of new assessment framework (IMLS, February 2012)
3. Development and testing of new reporting templates, tools and resources for cross-network learning (IMLS and SLA pilot agencies, winter – summer 2012)
4. Report on pilot (IMLS and SLAAs, fall 2012)

Phase III: Transition to Full-Scale Implementation (2011-2016)

1. SLAA submission of five year evaluations (March 2012) and five-year plans (June 2012)
2. SLAA implementation of new five-year plans (SLAAs, October 2012)
3. Initial roll-out of new protocols for assessment framework, program monitoring and financial accountability (SLAAs, October 2012)
4. Continuous review and revision of roll-out (IMLS and SLAAs, March 2013-March 2016)
5. Evaluation of first three years of new framework (IMLS and SLAAs, 2016)