The Power of a Program Logic Model

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Abstract and Goals

This session will present the program logic model as a method for planning, implementing, monitoring, and evaluating library services and then discuss how such a program logic model supports evidence-based decision-making, value reporting, and advocacy for resources.

The session will draw on the presenter’s experience with using and also training others to use logic models, using the W.K. Kellogg Foundation Logic Model as an exemplar.

Three cases will be presented to evidence the power of a program logic model in different situations:

- designing a new research professional development support program for faculty librarians and documenting activities and outcomes,
- developing an implementation plan for a library’s strategic plan and a monitoring strategy and milestones, and
- documenting an existing library service to reveal the assumed theory of impact and evaluating success relative to existing resources and activities.

The presentation will conclude with discussion of challenges faced in using program logic models for planning and evaluation and approaches to overcoming barriers to successful implementation.

After the session, attendees will be able to:

- Analyze a basic program logic model for a library service.
- Identify how a program logic model can support decision-making, strategic planning, and/or outcome, impact, and value reporting.
- Advocate for program logic models as a component of library program evaluation.

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PROGRAM LOGIC MODEL

“A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve.”

Excerpted from W.K. Kellogg Foundation’s Logic Model Development Guide

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PRACTICE — IN-LIBRARY USE ONLY COLLECTION

Resources → Activities → Outputs → Outcomes

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Benefits

- Describing Programs for Understanding and Evaluation
- Focusing Attention and Resources for Operations and Improvement
- Developing Communication and Marketing Strategies

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Logic Model Approaches/Areas of Focus

- Theory of Change (Assumptions re How/Why)
- Outcomes (Desired Results)
- Activities (Implementation)

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CLARIFYING PROGRAM THEORY

Problem/Issue Statement → Community Needs/Assets → Desired Results

Influential Factors → Strategies → Assumptions

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ASSUMPTIONS PRECEDE THE PROGRAM LOGIC MODEL

“A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve.”

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What Parts of Your Program Will Be Evaluated?
Using a logic model to frame your evaluation questions.

Context
Relationships & Capacity

Implementation
Quality & Quantity

Outcomes
Effectiveness, Magnitude, & Satisfaction

Influences
Activities
Outputs
Short-Term Outcomes
Intermediate Outcomes
Activities

Resources

Formative Evaluation
What aspects of our situation most shaped our ability to do the work we set out to do in our community?

What did our program accomplish in our community?

What is our assessment of what resulted from our work in the community?

What have we learned about doing this kind of work in a community like ours?

Summative Evaluation

W.K. Kellogg Foundation’s Logic Model Development Guide p. 36)
EXAMPLES
Information Literacy Program Logic Model

Resources
- Library Institution

Activities
- Teach Sessions/Classes
- Liaison with Faculty
- Curriculum/Educational Policy Development

Outputs
- (What Others Experience)

Outcomes
- Learning

Impact
- Student
- Society
- Institution

Your Planned Work

Your Intended Results

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Professional Development for Research Logic Model

Resources
- Library, Campus, Profession

Activities
- Programs, Classes, Resources

Outputs
- Participants, Leaders, Accesses

Outcomes
- Satisfaction, Confidence, Skills

Impact
- Publications, Tenure, Promotion

Planned Work

Intended Results
Professional Development for Research
Logic Model Evaluation Framework

Resources
- Inventory
- Adequacy

Activities
- Inventory
- Efficiency

Outputs
- Participation
- Engagement

Outcomes
- Satisfaction
- Confidence
- Skills

Impact
- Improved Performance
- Decreased Anxiety
**Example of Strategic Plan Excerpt Represented as Logic Model**

**Activities (Directions)**
* Provide student-centered services and spaces that foster a sense of belonging in an inclusive and welcoming environment.
* Offer transformational learning opportunities for students through programming, exhibits, events, and innovative spaces.
* Support technology and workspaces that encourage full engagement with curricular content and job preparation.
* Provide leadership in areas of textbook affordability and open education to promote diversity, equity, and inclusivity.
* Offer employment opportunities that prepare student employees to be responsible and engaged professionals.

**Impact (Goal)**
Bell Library will actively contribute to the student experience in positive and meaningful ways that advance student success, nurture a sense of community, and promote social justice.

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https://www.tamucc.edu/library/about/vision-mission/index2.php
FIGURE 4
Research Commons Program Logic Model

What Parts of Your Program Will Be Evaluated?
Using a logic model to frame your evaluation questions.

Context
Relationships & Capacity

Implementation
Quality & Quantity

Outcomes
Effectiveness, Magnitude, & Satisfaction

Activities → Outputs → Short-Term Outcomes → Intermediate Outcomes → Activities

Formative Evaluation
What aspects of our situation most shaped our ability to do the work we set out to do in our community?

What did our program accomplish in our community?

What is our assessment of what resulted from our work in the community?

What have we learned about doing this kind of work in a community like ours?

Summative Evaluation

W.K. Kellogg Foundation's Logic Model Development Guide p. 36)
Challenges

• Garnering commitment to articulating the program logic model
• Mis-alignment across the program logic model
• Lack of clarity re intended outcomes/impacts
• Conflating implementation and outcomes
• Confusing outputs and outcomes
Tips

• Make a messy first draft
• Use “if this, then that”
• Ask “why does the library” repeatedly
• Clarify which is to be evaluated: implementation, uptake, outcomes/impact
Questions?
Comments?

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