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# DIMENSION II:

## Inclusion-centered Leadership Practices in Library Organizational Culture Module

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## THEME 3

# Inclusion-centered Goal-setting and Action-planning for Your Library

Prioritizing an inclusive, equitable and accessible library culture for all seems like a daunting task considering the combined, competing internal and external factors, pressures and demands. Proactively setting a goal and the action plan is an effective method to prioritizing all of those competing demands and focusing on planning inclusion-centered programs and services that are strategic, measurable, achievable, realistic and time-bound as inclusive and equitable (**S.M.A.R.T.I.E.**). In addition, goal setting helps you prioritize the allocation of limited resources and staff for the biggest results. Using **WORKSHEET 3: Goal and Action Plan for the Development of an Inclusion-centered Actionable Science Initiative for Adult Learners** and the **Serving Communities Framework** will help guide your own library's goal-setting process to identify and outline specific operational steps for connecting library staff, underserved members, and community partners to create an actionable inclusion-centered library program or service for adults.

Using Logic Models as a project management model tool is a great way to explicitly ensure that your goals, expectations and outcomes align to best serve both the library as well as underserved community members the library wants to serve more effectively.

Before you get started, some things to consider:

### S.M.A.R.T.I.E. Goals

Goals are a specific way to define important outcomes for your library. Equity and inclusion is an active “state of being” for the library’s ability to serve everyone in your community. Therefore, it is imperative that you weave a specific equity and inclusion component into your goal in order to produce better outcomes for underserved communities and to intentionally address the imbalance of social structures and connections between the library and underserved community members to support belonging.

**Strategic** — Reflects an important dimension to improving your library’s priorities and capacity to be more inclusion-centered, and seeks to integrate this into your programmatic library culture and community engagement efforts to co-develop and connect underserved community groups with access to actionable science information.

**Measurable** — Includes the standards by which you and your co-development team define success and agree on whether the goal has been met.

**Achievable and Actionable** — Each component is focused with a clear pathway for the co-development team to successfully complete and implement, and where underserved community members are able to access, learn and immediately act upon the actionable science information and experiences received from the library.

**Realistic** — Not so challenging as to indicate lack of thought about resources, capacity, or execution; possible to track and worth the time and energy to do so.

**Time-bound** — The goal-setting and action-plan process has a clear deadline for completion and implementation.

**Inclusive** — Brings underserved people — particularly those most impacted — into processes, activities, and decision/policy-making in a way that shares power.

**Equitable** — Seeks to address the imbalance of social structures and connections between the library and underserved community members in order to provide everyone the opportunity for access to culturally responsive resources, programs and services they need to be successful.

### Inclusion and Tokenism

Be aware and intentional about the differences between inclusion and tokenism. **Tokenism** is the practice of making only a perfunctory or symbolic effort to the co-development of a library service or program, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of being inclusion-centered.

What’s the difference? **Power.** The **Serving Communities Inclusion-centered Goal-setting and Action Plan** is about actively collaborating with underserved communities in a way that shares power, shrinks disparities, and leads to more equitable outcomes.

## Focus on Being Outcome-driven, Not Activity-driven

Some goals don't, at face value, specifically promote equity and inclusion, so you'll want to specify how you're mitigating disparate impact or advancing equity and inclusion in the goal you are setting. Your goal is a logical chain of activities and outcomes. Below is an example of being specific and reframing regular library operational goals — ***“If we do X, then Y should happen.”***

For more information on defining underserved community members and actionable science themes, check out the *Serving Communities: Inclusion-centered Leadership Practices in Community Member Experiences: The Development of Inclusion-centered Actionable Science Programs and Services for Adult Learners Module*.

## Benefits for Using the Goal-setting and Action-planning Approach

1. This is a collaborative approach where everyone's experiences, knowledge and expertise can be captured to create a shared understanding and building of trust and respect.
2. The completed table becomes a communication tool to generate interest, seek additional community partners, and communicate to local government and funders of the importance of the work being done by the library.



Your adult/reference library staff has a goal to create sustainable, ongoing adult programming and services throughout the year that specifically help guardians and grandparents taking care of children, whose parent(s) are affected by opioid addiction, with remote learning, digital learning and support services they can access at the library. Here is an example of how you and your adult/reference library staff can express this goal as an outcome-based goal.

**“We will consult with a coalition of affected grandparents/guardians, local government, and community partners who are focused on policies and programs supporting those who are struggling with addiction and their families from underserved communities most impacted by the opioid epidemic to get their insights, experience, knowledge and expertise throughout the process.”**



## WORKSHEET 3

# Goal and Action Plan for the Development of an Inclusion-centered Actionable Science Initiative for Adult Learners

### Objectives

- To be intentional and purposeful in the development and implementation of an inclusion-centered actionable science goal.
- Develop an action plan that is able to broaden participation and enhance access to the library.

### What You Need

- Time where you do your best thinking and reflection with no interruptions, OR PREFERABLY invite a co-development team (5-10 individuals) comprised of a broad coalition of collaborators that bring experiences, knowledge, and expertise to assist you with the complexities of defining the types of services and information underserved community members want and need around the actionable science community issue impacting them
- Meeting space for either yourself or your co-development team
- Copy(ies) of the *Inclusion-centered Goal and Action Plan Worksheet*
- A copy of your library's strategic plan, library reports, metrics, and demographic information along with community research, asset maps (yours and by other groups) and other information that allows you to get a better understanding of the aspirations, wants, and

needs of the diverse groups within the service area as well as in the community, and ways the library can serve them better.

### Time

4-6 hours, if completing this by yourself or with a small group. (**NOTE:** It should take a similar amount of time when collaborating with a diverse co-development team together. Additional time will be required to invite and prepare the meeting.)

### Discover

Using Logic Models as a project management model tool is a great way to explicitly ensure that your goals, expectations and outcomes align to best serve both the library as well as underserved community members the library wants to serve more effectively. The Goal-setting Table below, also known as a Logic Model, is a guide to the key elements:

1. for **setting goals** collectively by the library, community members and partners;
2. that serves as the **road map of strategies and actions** that will be implemented; and most importantly,
3. that can be **measured for the effectiveness and program quality** as well as impact on the problem and the people being served.

<b>Name of Initiative:</b>					
<b>Problem Statement:</b> What is the problem the initiative will address?					
<b>Goal:</b> If we do X, then Y should happen.					
For Whom	Assumptions	Strategies/Activities	Outcomes	Measures of Success	Long-term Impacts
Target group for the initiative	What you know, think, and/or believe about what's needed	Activities needed to achieve desired outcomes	Strategic, Measurable, Achievable, Realistic, Time-bound, Inclusive and Equitable	Information needed to show whether outcomes have been achieved and initiative is successful	Ultimate or long-term outcomes for initiative

## Instructions

### STEP 1

Determine if you are going to develop the first draft by yourself or with a co-development. If you choose to develop the draft first, be sure to share it with key interested individuals and groups as you want their experience, expertise and knowledge integrated in the document as this will promote buy-in and better reflect the underserved community members you want to improve programs and services to. Better still, invite them to be a part of the process right from the start.

### STEP 2

Make sure that you and/or the co-development team each have a copy of the *Inclusion-centered Goal and Action Plan Worksheet* along with access to pertinent information regarding the library, those impacted by the actionable science issues, a list of community assets, as examples.

### STEP 3

Outlined below are a series of key questions that will guide your thinking and/or co-development group conversations. Answer the following questions and complete the *Inclusion-centered Goal and Action Plan Worksheet* on page 35.

#### QUESTION 1

##### ***“What is the problem to be addressed?”***

(What actionable science issue affecting your community does your library believe is of strategic importance to your institution and the community?)

#### QUESTION 2

##### ***“Who will be served through your initiative?”***

(Which underserved community member groups are affected by the actionable science issue?)

#### QUESTION 3

##### ***“What long-term impacts do you hope to achieve?”***

(State what will happen as a result of the library, community members and partners implementing this initiative. Are there any unintended consequences that arise that negatively impact other groups the library serves?)

#### QUESTION 4

##### ***“What outcomes do you expect?”***

(Decide what outcomes you want to achieve.)

#### QUESTION 5

##### ***“What strategies/activities will you use?”***

(What will you do? What activities and strategies will allow you to achieve the outcome? Again, what are there any unintended consequences that arise that negatively impact other groups the library serves?)

#### QUESTION 6

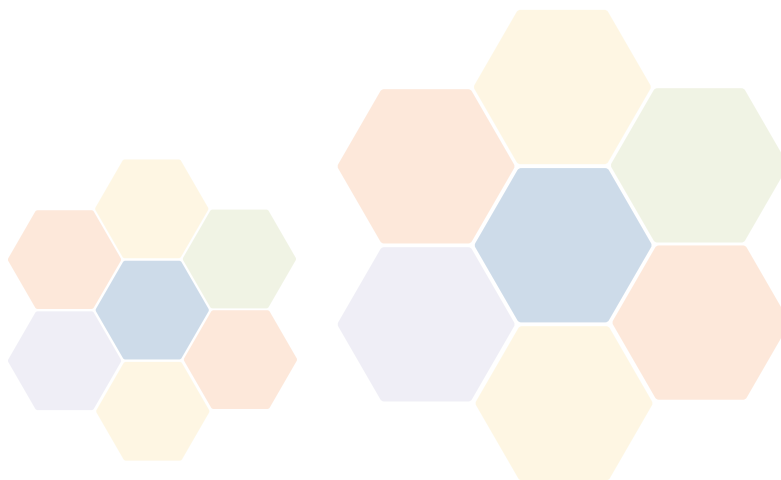
##### ***“How will you measure success?”***

(How will you know that you have succeeded?)

#### QUESTION 7

##### ***“What are your assumptions about how and why your initiative will work?”***

(What do you and your goal-setting team know, think, and/or believe about what’s needed and will work? Beliefs about how and why change happens are usually easier to articulate after the rest of the logic model is largely filled in. Collaborators may hold different beliefs about what is necessary or what will work.)



# Inclusion-centered Goal and Action Plan Worksheet

**Name of Initiative:**

**Problem Statement:**

**Goal:**

<b>Strategies/Activities</b>	<b>Outcomes</b>	<b>Measures of Success</b>	<b>Long-term Impacts</b>
Activities needed to achieve desired outcomes	Strategic, Measurable, Achievable, Realistic, Time-bound, Inclusive, and Equitable	Information needed to show whether outcomes have been achieved and initiative is successful	Ultimate or long-term outcomes for initiative

## Decide

Once you and/or the co-development team has completed the ***Inclusion-centered Goal and Action Plan Worksheet***, review the plan using the following questions:

### QUESTION 1

What unintended disparate impact might result from this goal? Who have I consulted to check for unintended negative consequences? Am I missing any key partners or groups from this list?

### QUESTION 2

If I added an outcome or activity goal related to a specific underserved community, will achieving this goal help build power and/or shrink disparities for this community? If so, how?

### QUESTION 3

If the outcome specified in the goal isn't specifically promoting equity and inclusion, is the process of achieving this goal going to improve equity and inclusion between your library, community and/or with the actionable science program or service?

## Act

**Action 1:** Revise the ***Inclusion-centered Goal and Action Plan Worksheet*** to reflect this additional reflection made by you and your team.

**Action 2:** Now use this plan as a road map for your library as well as a communication tool recruiting collaborations with underserved community members and partners to continue iterating upon the plan and securing the appropriate resources and supports.

