

# Library Publishing Forum 2018

## Extending Impact through Strategic Planning, Prioritization, and Assessment

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# You can't do everything

Although I guess you could try...



# Strategic goal setting





# Align your goals with organizational priorities

- Understand and internalize organizational objectives
  - What **strategic goals** does the university / business / organization hope to achieve: higher revenue/profitability, growth, innovation, social good?
- Align your promotional goals with organizational objectives
  - What is the **basic need**?
  - What is the **desired outcome**?
  - Is the effort **aligned** with the organization's strategy?
  - What are the **internal and external constraints** on implementing these goals

# Successful objectives incorporate both “Stretch” and SMART goals

- Objectives: realistic, actionable, and measurable
- Develop a “**Stretch Goal**” — specific, overall goal; stretches your capabilities but achievable
- Combine stretch goal with **SMART** goals:
  - **S**pecific
  - **M**easurable
  - **A**chievable (or Actionable)
  - **R**elevant (or Realistic)
  - **T**ime-bound

# Possible strategic priorities of a library publishing program

- Contribute to and align with overall mission/strengths of the University
- Collaborate with university's departments & centers
- Develop new or alternative funding opportunities (i.e. grants, subventions, new markets) for publishing projects
- Assist faculty in publishing open educational resources (OERs)
- Increase number of faculty/student-run open access journals
- Increase deposits into and use of institutional repository by faculty and students

# Example: Applying Stretch and SMART Goals

- **Strategic priority:** Contribute to undergraduate student success and retention.
- **Stretch goal:** Develop a vibrant Open Educational Resources program that significantly reduces student textbook costs
- **Program goal:** Publish 1 OER by the end of the next fiscal year, focusing on providing alternative course materials for a high-enrollment course

# Strategic decisionmaking models can help prioritize objectives

Decisionmaking models can help

- **Simplify**: don't include all aspects of reality, but aspects relevant to situation
- **Streamline**: focus on what's useful
- **Sum up**: summarize complex interrelations
- **Visual**: convey concepts difficult to explain in words
- **Organize**: provide structure
- **Systematize**: help objectify the subjective, uncover hidden biases, help answer questions



## A collection of Prismacolor pencils in various colors, including black, grey, metallic, orange, magenta, blue, yellow, green, purple, red, and white. The pencils are arranged in a fan-like pattern, showing their tips and the brand name 'PRISMACOLOR' and 'MILBURN' on the barrels. The colors include: black, grey, metallic, orange, magenta, blue, yellow, green, purple, red, white, and various shades of brown and pink. The pencils are arranged in a fan-like pattern, showing their tips and the brand name 'PRISMACOLOR' and 'MILBURN' on the barrels.

# Strategic Prioritization Matrix

- Adapted from Six Sigma techniques for process improvement, frequently used in information technology (IT) sector
- Useful wherever demands on resources (time, labor, budget) outstrip capacity
- Can help publishers determine:
  - Resource allocation (e.g., which titles to publish or devote more editor and designer time)
  - Timelines (e.g., which projects to tackle first)
  - Promotion (e.g., which titles to focus on with promotional efforts)

# Benefits of Strategic Prioritization

- Quickly surface disagreements so they may be resolved up front
- Force teams to focus on most important actions, rather than every possible action, increasing the potential for success
- Limit “hidden agendas” by clarifying the criteria for decision-making
- Increase chance of follow-through because consensus is sought at each step in the process
- Reduce chances of selecting someone’s “pet project”

*Teams must reach consensus on criteria and definitions or the process is likely to fail*

# Prioritization tool useful for a variety of goals and objectives

## Strategic Goal Development

Use to align and prioritize **library publishing program/university press goals** with the university's (or university library's) strategic goals

## Project or Promotional Prioritization

Use to align and prioritize publishing **projects/proposals** with library publishing program's strategic goals

- Which projects should you tackle first?
- Which ones should you devote more resources (time, money) to their development?
- Which projects should you focus your promotional efforts on?



# Midwest State Library Scholarly Publishing Services Goal Prioritization Matrix

Example

Process:	Goal Prioritization
Date:	12/1/17

Ranking Scale:  
1 - Lowest, 10 - highest

Library Publishing Goals		University Strategic Goals (see descriptions below)	Weight	1	2	3	4	5	6	7	8	9	10	Ranking
				Innovative Learning Experiences	Pedagogical Innovations	Multiple Pathways/ Delivery Formats	Regional Economic Vitality	Inclusive and diverse	Academic Innovation and Excellence	Research and Scholarship	Domains of Consequence	Partnerships for Mobility and Collaboration		
Goal	Notes			9	8	8	7	7	7	7	7	6		
1	Contribute to and align with overall mission/strengths of the University			7	7	7	7	7	7	7	7	7		462
2	Increase number of faculty/student run open access journals			7	6	6	6	6	5	8	5	5		399
3	Assist faculty in publishing open educational resources (OERs)			9	6	9	3	8	5	4	3	5		392
4	Collaborate with university's departments & centers			6	6	7	5	6	6	7	5	5		391
5	Increase digital dissemination and/or digital innovation			7	7	8	2	6	5	5	4	7		379
6	Increase adoption of institutional repository by faculty and students			5	4	7	6	7	6	7	4	4		367
7	Develop new or alternative funding opportunities			5	2	7	6	4	3	2	4	2		262
8														
9														
10														
11														
12														
13														
14														
15														

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# Determine goals and relative weight

CATEGORIES FOR RANKING	DESCRIPTION
<b>Innovative Learning Experiences</b>	Deliver innovative learning experiences that are experiential, global, and technology-rich.
<b>Pedagogical Innovations</b>	Strengthen institutional structures that promote pedagogical innovations both centrally and within colleges and programs
<b>Multiple Pathways/Delivery Formats</b>	Provide multiple pathways and delivery formats to serve the needs of different students
<b>Regional Economic Vitality</b>	Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations
<b>Inclusive and diverse</b>	Create an inclusive and diverse academic community that reflects the diversity of the region
<b>Academic Innovation and Excellence</b>	Provide an environment and resources to support and encourage academic innovation and excellence.
<b>Research and Scholarship</b>	Expand research and enhance standards of scholarship across disciplines
<b>Domains of Consequence</b>	Focus on multidisciplinary domains of great societal and economic consequence where we can make a difference
<b>Partnerships for Mobility and Collaboration</b>	Create partnerships and other arrangements to support student and faculty mobility and collaboration.

University's strategic goals are weighted (relevance to publishing, organizational priority, etc.)

[illegible]

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[illegible]

### Library Publishing Goals

	Goal	Note
1	Contribute to and align with overall mission/strengths of the University	
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3	Assist faculty in publishing open educational resources (OERs)	
4	Collaborate with university's departments & centers	
5	Increase digital dissemination and/or digital innovation	
6	Increase adoption of institutional repository by faculty and students	
7	Develop new or alternative funding opportunities	
8		
9		
10		

In this case, strategic goals are developed for a fictitious library publishing program



Library Publishing Goals		9	8	8	7	7	7	7	7	6		
	Goal											Ranking
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Publishing goals are scored against each of the university goals  
Ranking score is shown; excel sort shows overall goal priority



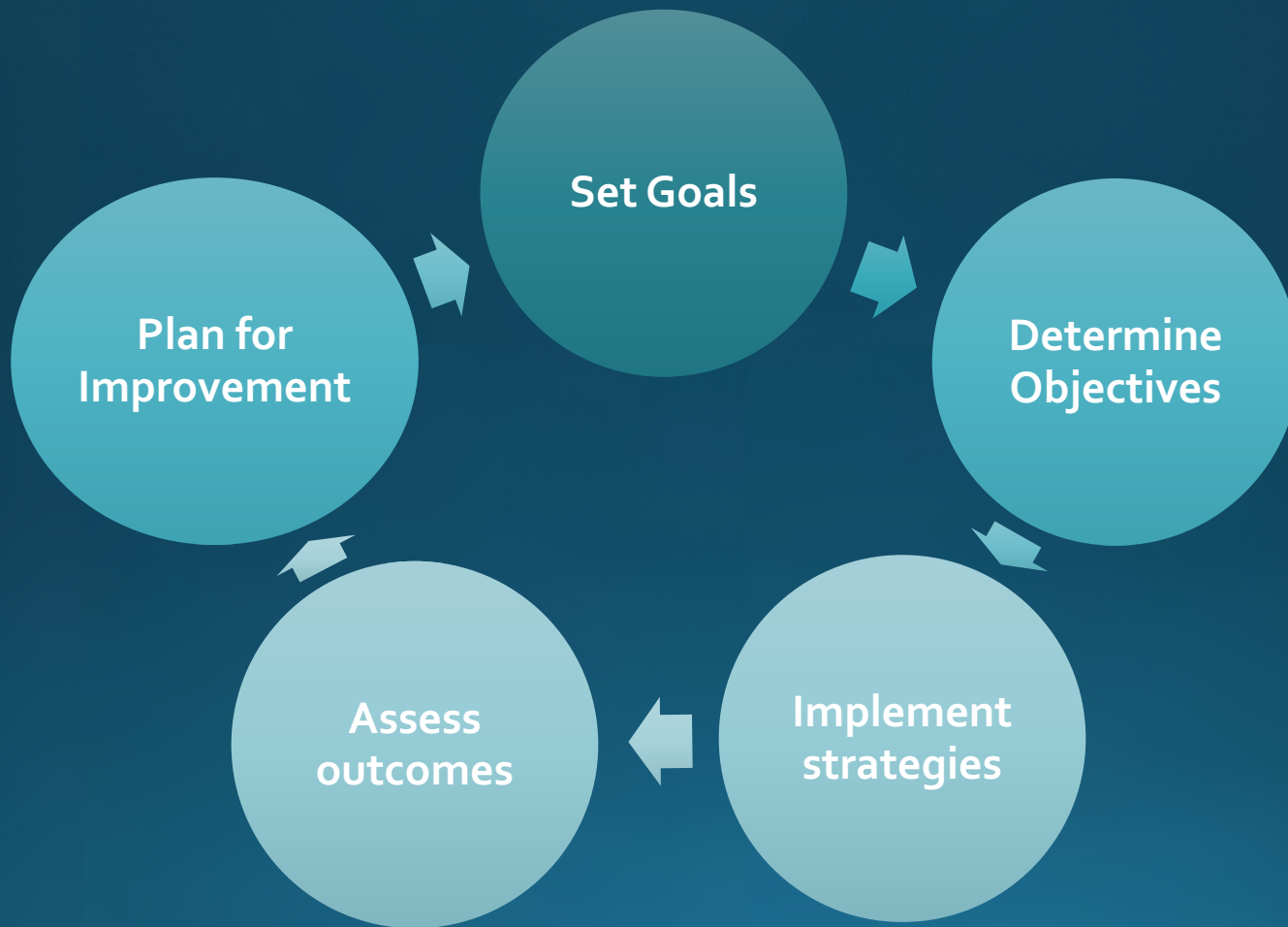
# Measurement and Assessment



# Determine what matters

- **Tie assessment to your strategic priorities and goals**
- **Measurable** goals allow us to determine in advance how we'll know whether we are making progress towards our objectives
- **Assessment** informs us regarding progress towards our goals and indicates areas for improvement

# The Impact Loop







Avoid common  
assessment “traps”

Flawed metrics lead to flawed decision-making



# Assessment Pitfalls

- Forming goals just because they can be measured
- Spending more time on data collection and analysis than the goal warrants
- Collecting imprecise, inaccurate, incomplete, or irrelevant data
- Gathering, analyzing, and presenting metrics out of the context of identified goals and objectives



# Don't Expect a Magic Bullet

- All metrics have limitations and the potential for bias
- Assessment tools are most effective when used in combination
  - Balance quantitative and qualitative methods
  - Compare results from different methods

# What Can Assessment Tell Us About Impact?

- Did this publication reach its intended audience?
- Did it contribute to scholarly discourse, policy decisions, or the public good?
- Did it generate revenue/make a profit?
- Did it lead readers to seek out other publications in your portfolio?
- Was it well-received by readers, reviewers, scholars?
- Did it lead to other opportunities for collaboration or scholarship?

# Common Impact Metrics for Publications

- Citation metrics (e.g., Impact Factor), and citation analysis tools (e.g., Web of Science, Scopus, and Google Scholar)
- Author-level metrics (e.g., h-Index)
- Sales/revenue
- Web analytics (e.g., downloads, page views)
- Altmetrics (e.g., Altmetric.com, PlumX, ImpactStory)
- Published reviews
- Artificial intelligence



# METRICS TOOLKIT

HELPING YOU NAVIGATE THE RESEARCH METRICS LANDSCAPE

<http://www.metrics-toolkit.org/>

# Planning for Data Collection

- What types of data do you already have? What types of data could you reasonably collect?
- How much data is enough?
- Who will be responsible for collecting data from each source?
- Where will you store the data and in what form? Who will have access to the data?
- How often will you measure each indicator?
- What patterns will you look for in the data?



# Discussion

- Please contact me with any questions/comments:  
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- Library Publishing Curriculum Impact module:  
<https://drive.google.com/drive/folders/1XB-9YRDHWoHhmHB75jVHljomPLmBL1c8>
- See Unit 2: Strategic Planning; Unit 3: Assessment

# Bibliography/Credits

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- *iSixSigma*. 2018, <https://www.isixsigma.com/>
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- Slide 3, Photo by [Naphtali Marshall](#) on [Unsplash](#)
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