

Contents

Introduction	xi
About the authors	xiii
Impact and all that: use of some key terms in this book	xv
PART 1 THE CONTEXT	1
1 The demand for evidence	3
1.1 Why is evidence of impact an issue for libraries (and information services)?	3
1.2 Emerging interest in the management of change.....	11
1.3 What is distorting the picture?	13
1.4 Why is it important to tackle impact?	18
2 Getting to grips with impact	23
2.1 A metaphor and a model	23
2.2 Why is impact such a slippery concept?	25
2.3 Overviews of impact.....	26
2.4 Changing how we think of evidence.....	27
2.5 What does impact mean?.....	29
3 The research base of this work	33
3.1 What we know about impact from the management literature.....	33
3.2 Evidence-based practice and the LIS picture	41
3.3 The overall research picture.....	42
3.4 What we don't know	52
3.5 Where our model comes from.....	54

PART 2 EVALUATING IMPACT	59
4 Putting the impact into planning	61
4.1 Why do we need a new evaluation model?	61
4.2 The model	62
4.3 Using the model.....	63
4.4 And the first question is	65
4.5 How do you currently measure your success as a service?	66
5 Getting things clear: objectives.....	69
5.1 Choosing where to get involved	69
5.2 The mission.....	70
5.3 Where <i>can</i> libraries make an impact?.....	70
5.4 From impact areas to objectives.....	73
5.5 Some examples of objectives	77
5.6 Why objectives matter.....	78
6 Success criteria and impact indicators: how you know you are making a difference	79
6.1 Formulating success criteria: getting the balance right.....	80
6.2 What sorts of changes will show impact?	81
6.3 What is an impact indicator?	83
6.4 What do good indicators look like?	83
6.5 What do you do if you don't know what impact to expect?	85
6.6 What makes a poor indicator?	86
6.7 Some issues to consider before you start writing indicators	86
6.8 Writing indicators.....	88
6.9 Writing your own impact indicators.....	90
6.10 Getting the words right	91
6.11 Using frameworks to help you choose appropriate indicators	95
6.12 Some indicators.....	101
7 Making things happen: activities and process indicators.....	105
7.1 Why activities? Why now?	105
7.2 Identify activities	106
7.3 Review the activities	108
7.4 Process indicators.....	108
7.5 Output indicators	109
7.6 Process and output indicators: things to watch.....	110
7.7 The 'reach' of the service.....	111

8	Thinking about evidence.....	113
8.1	Deciding your approach to gathering evidence.....	113
8.2	The organizational context.....	113
8.3	Finding strong surrogates for impact evidence	114
8.4	Ethical evidence-gathering.....	114
8.5	Matching the evidence to your needs	117
8.6	What counts as impact evidence?	121
8.7	Fitness for the purpose.....	122
8.8	Other methods of gathering impact evidence	124
9	Gathering and interpreting evidence	127
9.1	Observation.....	127
9.2	Asking questions	130
9.3	Interviewing	136
9.4	Getting impact information from people in groups	145
9.5	Collecting stories and constructing case studies as impact evidence.....	153
9.6	Action research.....	157
9.7	Doing it!.....	160
9.8	Analysing data	162
9.9	Interpreting and presenting your evidence	164
9.10	Sources on research methods.....	167
9.11	Finding research methods e-resources	167
9.12	Evidence or advocacy?.....	168
10	Taking stock, setting targets and development planning	171
10.1	Taking stock: reviewing your impact and process indicators	171
10.2	Setting targets for impact.....	172
10.3	Process targets	176
10.4	Development planning	176
10.5	Planning your impact evaluation	178
PART 3 THE BIGGER PICTURE		181
11	Doing national or international evaluation	183
11.1	Looking at the national and international picture.....	183
11.2	Negotiate the terminology	183
11.3	Respond to the national impact challenge	184
11.4	What can national or international library evaluation try to achieve?	185
11.5	Are you ready for impact evaluation?	185

X EVALUATING THE IMPACT OF YOUR LIBRARY

11.6	Start evaluation with programme design – and learn as you go	186
11.7	Identifying a framework for national and international impact evaluation.....	188
11.8	Developing an approach to impact evaluation at national level	191
11.9	Ethical evaluation.....	195
11.10	Emergent evaluation revisited	199
11.11	Plan the evaluation	200
11.12	Starting to enact your plan.....	201
11.13	Sustain the process	201
11.14	Thoughts on advocacy	201
11.15	Some examples of impact evidence and advocacy	202
11.16	Impact evaluation, advocacy and service sustainability	204
12	Where do we go from here?.....	207
12.1	Getting impact evaluation right.....	207
12.2	Getting beyond the narrow focus	208
12.3	Digging deeper	209
12.4	Looking long enough.....	211
12.5	Getting help.....	212
12.6	Towards impact benchmarking.....	215
12.7	Towards evidence-based working?	218
12.8	Other visions.....	219
	References	221
	Notes.....	239
	Index	243