

# Measuring Your Impact: Using Evaluation for Library Advocacy

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Medical Library Association  
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**NN/LM** National Network of Libraries of Medicine  
**MidContinental Region**

# Instructors

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# Today's plan

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- **Agenda**
- **Resources/Packet**
- **Exercises**
- **Housekeeping**

# Workshop objectives

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**By the end of the workshop you will:**

- **Understand the library's value in terms of the mission of the larger organization**
- **Describe some tools used to assess the library, its users and stakeholders**
- **Identify the tools and methods used for data collection and analysis**
- **Design an evaluation plan for a service in a library**
- **Communicate evaluation results**

# What this workshop is *not*...

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- Custom-tailored
- A quick fix
- One size fits all

# Demonstrating the library's value

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# Why demonstrate value?

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- **To show the impact of the library on the larger organization's mission and goals**
- **To show accountability for your resources; the library's contribution to the bottom line**
- **To demonstrate that the library provides value-added services**
- **To use as an advocacy and marketing tool**



# How & what to evaluate

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- **What you decide to evaluate depends on:**
  - What you need or want to know
  - What your users feel is important
  - What certain stakeholders want to have evaluated
- **Use “smallball” evaluation**
  - Base hits or home runs?



# Means, not ends

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**“Libraries are not ends in themselves, and they should not be supported because they have intrinsic value.”**

Plutchak TS. Means, not ends. J Med Libr Assoc  
2004 Jul;92(3):294.

# Library service is value-added

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- **Cost savings**
  - Institutional & personal
- **Time savings**
  - Travel, discovery, skills acquisition, opportunity for other uses of time
- **Access**
  - Opportunity to use/apply information
- **Impact on clinical, research, safety, practice**

# The bottom line

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- You are either generating revenue, or supporting those who do  
*OR ...*
- You are helping to control operating expenses or supporting those who do  
*OR ...*
- You are creating expenses that add recognized value  
*OR ...*
- You are creating expenses that must be controlled or eliminated to reduce overhead

# The big question!

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**What is the bottom line and what is the library doing to support it?**

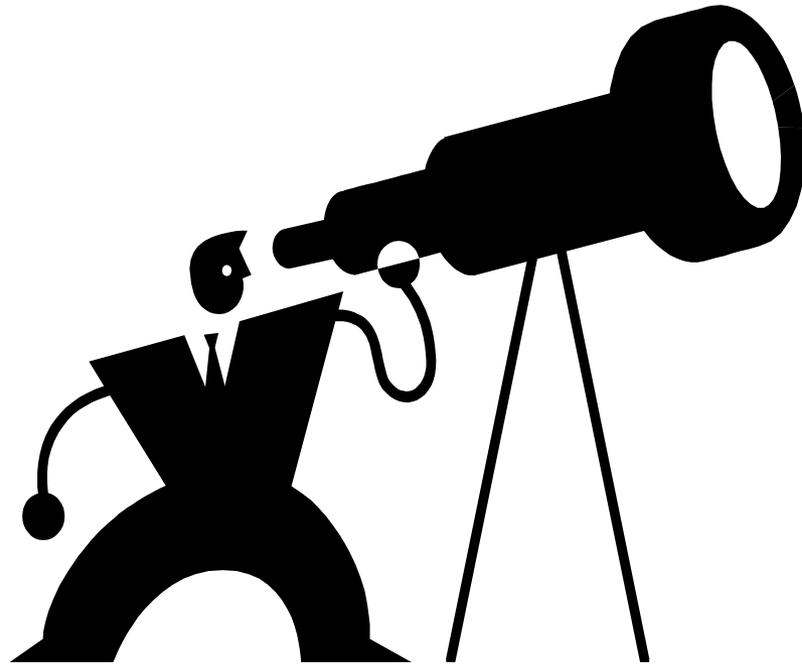
# What you need is a plan

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- **Know the vision**
- **Look at the environment**
- **Create the plan**
- **Collect and analyze the data**
- **Communicate the value**

# The vision

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# Know what you want to do and why

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- **Align the library's mission & goals with the organization's mission & goals**
- **The library's value = library's contribution to achieving organization's mission & goals**



# Royal Victoria Mission

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- Offer our pediatric and adult patients as well as their families compassionate exemplary care, with a specific commitment to treating complex cases;
- Extend the limits of health knowledge through research and integrate this new knowledge to our clinical and teaching practices;
- Provide outstanding health science education to healthcare providers, administrators and the community;
- Assess and develop new technologies and procedures to prevent, assess and manage medical conditions.

# The environment

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# Why look at the environment?

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- **Understand needs, desires and problems in context**
- **Validate assumptions about your contributions and services**
- **Provide a baseline for future evaluation**
- **Help to develop the blueprint to plan and evaluate your contributions and services**

# Components of environment

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- **The organization**
- **Your library**
- **Clients/users**
- **Stakeholders**
- **The community**

# Assessing the environment

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- **User/stakeholder input**
  - Surveys, Focus groups, Interviews
  - Unsolicited Feedback
- **Observation**
  - Assessment by walking around

# Assessing the environment

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- **Library statistics and records**
  - Collection use
  - Librarians work including reference, teaching, etc
- **Get out of the library and talk to people**
  - Understand the role of information in their work
  - Learn how information is acquired, applied
  - Discover information problems they are trying to solve

# SWOT analysis

## Strengths

- Internal
  - **Positive statements about your library**

## Weaknesses

- Internal
  - **Statements about what is lacking in your library**

## Opportunities

- External
  - **What do clients want you to do that you are not doing?**

## Threats

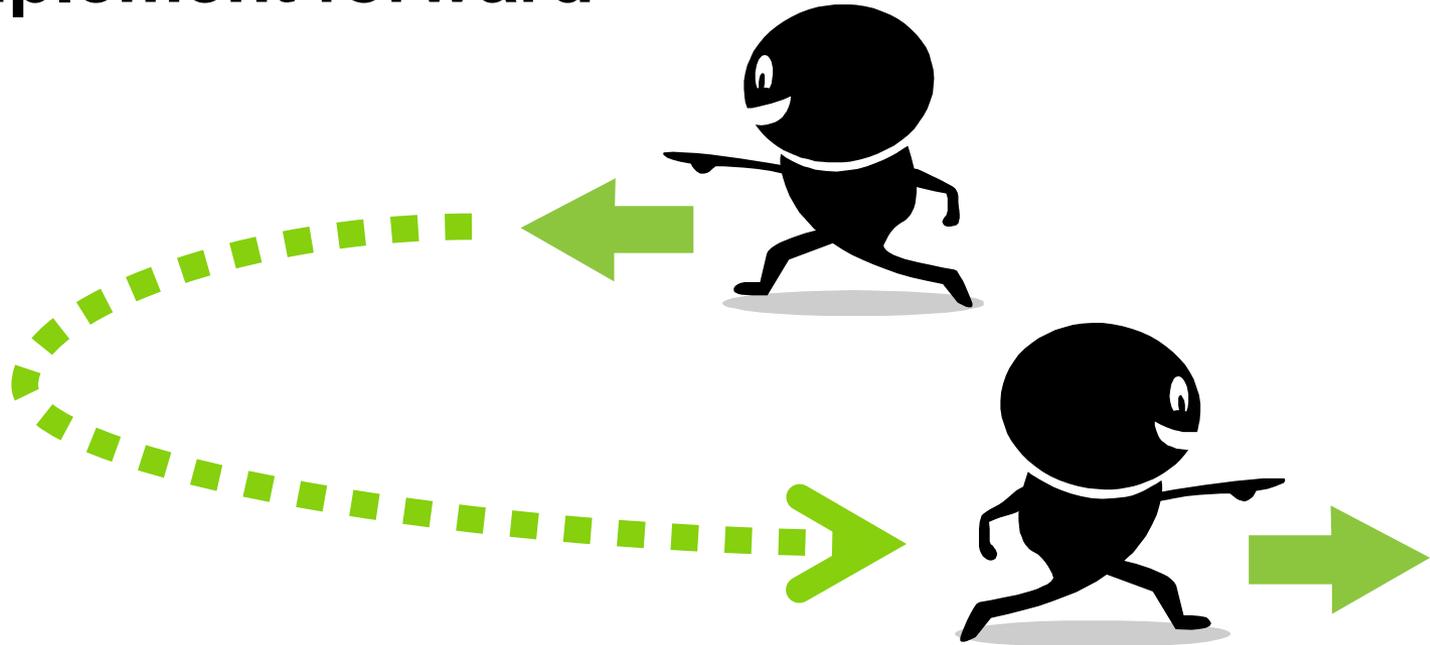
- External
  - **Factors that can adversely impact your library's goals**



# The Plan

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- Plan backward
- Implement forward



# The logic model – a tool to...

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- Help organize your thoughts – both before and during a project/program
- Provide a framework for planning and evaluating programs
- Clarify intended outcomes
- Acts as a communication tool

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**Good source for more information:**

**W.K. Kellogg Foundation Logic Model Development Guide  
(see class bibliography for link)**

# Pieces of the logic model

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- **Goals**
- **Outcomes**
- **Activities, resources & outputs**

# Goals are based on...

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- **The library's contribution to the organization's mission and goals**
- **Environment**
  - SWOT analysis threats and weaknesses as well as the strengths and opportunities
  - Other assessments

# Institution/Library mission

- Offer ... compassionate exemplary care, with a specific commitment to treating complex cases
- Extend the limits of health knowledge through research and integrate this new knowledge to our clinical and teaching practices
- Provide outstanding health science education
- Assess and develop new technologies and procedures to prevent, assess and manage medical conditions
- Provide access to knowledge based health care information
- Committed to knowledge based health care practice and life-long learning
- Foster excellence in life sciences education
- Use the best of traditional and innovative technologies to facilitate information transfer

# Goals/Objectives

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- **Statement(s) of Purpose – why we do what we do and for whom**

**Mission: Committed to knowledge based health care practice and life-long learning**

- **Goal:**

- Promote user self sufficiency
- Provide physical and virtual learning environments

# Outcomes

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- **Outcomes are *changes* in attitude, behavior, skills, knowledge or situation**
  - Short, medium and/or long term
  - Intended or unintended
  - Positive as well as negative
  - **S.M.A.R.T.**
- **Achieving outcomes impacts meeting goals!**

# SMART Outcomes

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- **Specific**: one or more web pages on the library website
- **Measurable**: done or not; do staff access resources
- **Action-oriented**: created and posted; staff access resources
- **Realistic**: it is possible within the timeframe
- **Timed**: “when” is articulated

# Example

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## **Goal: Promote user self-sufficiency**

- **Intermediate Outcome:** Students will have skills to find evidence based information needed for informed health care practice
- **Long Term Outcome:** Graduates use evidence based medicine in their health care practice

# Activities and resources

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## ■ Activities

- *What will you do?*

## ■ Resources

- What you have

- Income
- Equipment
- Collection

- What you need

- Operating expenses (e.g., personnel, acquisitions, maintenance, etc.)
- Funds for new initiatives or services

# Outputs

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## ■ Outputs

- *How many* did you do?
- *How many* attended?
- *How many* were distributed?
- *How many* times was it used?

# Putting it all together

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**Resources**

*If we get these resources...*

**Activities/Outputs**

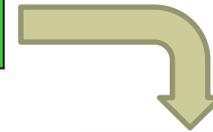
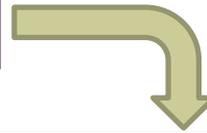
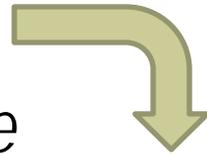
*Conduct these activities and deliver these products*

**Outcomes**

*We will accomplish these outcomes*

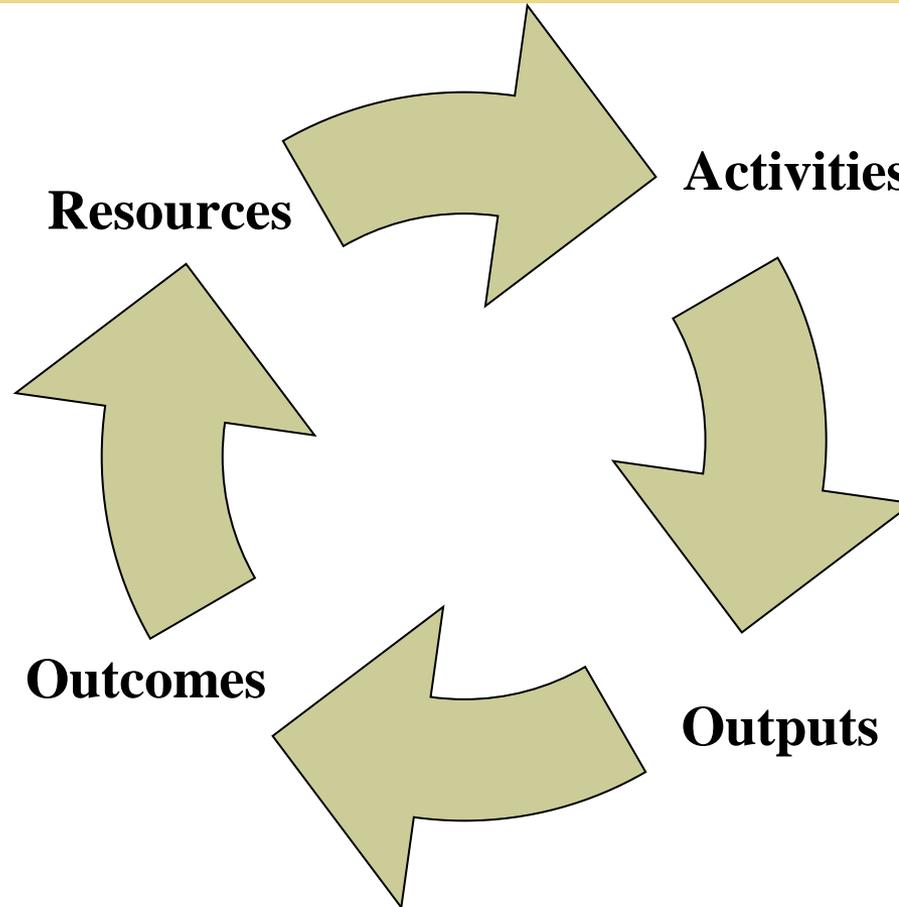
**Goals**

*We will achieve this goal*



# The model may change over time

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# Logic model worksheet

Goal: \_\_\_\_\_

Resources	Activity	Outputs	Outcomes

# Sample logic model

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- **Goal:**

- Promote user self sufficiency

# Logic model towards this goal

Resources	Activity	Outputs	Outcomes
<i>Personnel, money, expertise needed</i>	<i>What you will do</i>	<i>What your activity will produce – data, classes, brochures, etc.</i>	The <b>SO WHAT</b> – the benefits that accrue as a result of your program
Knowledgeable librarian	Provide searching skills training	Curricula, course handouts, website	<b>Students will have skills to find evidence based information needed for informed health care practice</b>
Budget & space	Budget staff time, find and schedule classroom	Staff time and space commitment	
Student time	Determine preferred class times, course length, enlist faculty support for requiring attendance	Scheduled classes	

# Logic model group activity

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- **Choose a goal**
- **Identify outcome(s)**
- **List**
  - resources
  - activities
  - outputs

# Sample goals

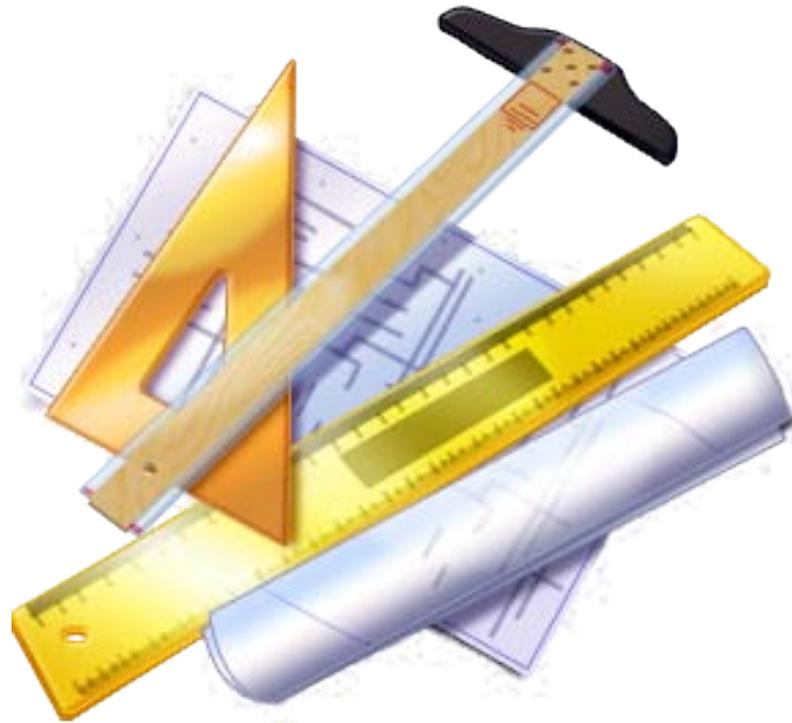
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**Use one of your own goals or use one of ours:**

- **Promote user self sufficiency**
- **Provide physical and virtual learning environments**

# The evaluation plan

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# The evaluation plan

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- **Builds on the logic model**
- **Evaluates success**
- **Assesses value**

# Consider the purpose

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- **Who is your audience? This may be different than the beneficiaries of your services**
  - Your users
  - Administrators
  - Fund raisers
- **How will the information be used?**
  - Financial savings or justification
  - Intangible or non-monetary value of program benefits to community
  - Marketing and advocating for the library

# What do you want to know?

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**Have you achieved your stated outcome?**

“Students will have skills to find evidence based information needed for informed health care practice”

# Pieces of the evaluation plan

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## ■ Indicators

- How will you know you have achieved the outcomes?

## ■ Data

- Sources
- Methods of collection
- Frequency of collection

## ■ Resources

- Expertise or tools needed to collect and analyze data

# Considerations before collecting data

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- **Indicators and outputs to be measured**
- **Types of data to be gathered**
- **Qualitative vs. quantitative**
- **When and from whom**
- **Focused on the users' perspective**

# Outcomes: collection methods

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- **Savings: statistics (output, use, financial)**
- **Attitudes and beliefs: surveys, interviews, focus groups**
- **Awareness: proxy measures, surveys, interviews, focus groups**
- **Behavior: proxy measures, interviews, focus groups, observation**
- **Knowledge: written or oral test**
- **Skills: observations, hands-on tests**

# What to measure

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**“Not everything that can be counted counts and not everything that counts can be counted.”**

**Albert Einstein**

# Sources of evaluation data

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- Existing records and statistics
- Observation
- User and stakeholder input
- Survey results
  - Formal
  - Informal
- The literature
- Specialist or expert input



# Evaluation plan

**Outcome** (from logic model): Students will have skills to find evidence based information needed for informed health care practice

Activity	Indicator	Target	Data Source	Data Analysis Methods	Data Collection Frequency
What is done to achieve outcome – from Logic Model	Measurable result of activity	Specific indicator measurement desired	Origin of indicator measurements	Organize, examine, learn from the data	Date, time and intervals

# Example part 1

<b>Activity</b>	<b>Indicator</b>	<b>Target</b>
What is done to achieve the outcome	Measurable result of activity	Specific desired result
Provide searching skills training	During clerkships students use searching skills learned in class	Faculty report that at least 60% of students receiving searching skills training use skills during clerkship

# Example part 2

<b>Data Source</b>	<b>Data Collection Frequency</b>	<b>Data Analysis Methods</b>
Origin of indicator measurements	Date, time and intervals	Organize, examine, learn from the data
Faculty feedback	Data recorded monthly during clerkships	Spreadsheets, qualitative analysis of reports

# Create an evaluation plan ...

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**From your logic model select an outcome and activity and describe:**

- **Indicators of outcome results**
- **Targets for indicators**
- **Data source**
- **Data collection frequency**
- **Data analysis methods**

# Making sense of the data



# Analysis

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- Think about data analysis *before* collecting the data
- Identify experts that can help with data analysis
- Test your collection and analysis tools
- Leave enough time
- Go “smallball” if needed

# Your statistics

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- **What do you collect?**
- **What do you do with it?**

# Some tools

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## ■ **Benchmarking**

- How you compare to others of similar size and circumstance
- A common measuring stick to evaluate process performance

## ■ **Cost/Benefit Analysis**

- Use to evaluate the benefits of a program or service

## ■ **Return on Investment**

- How much your investment in the program or project earned for the company

# Benchmarking

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- **Can improve your library's performance**
- **Can help you gain upper management support**
- **Can help prove the value of your library**

<http://www.mlahq.org/members/benchmark/>

(from the MLA Benchmarking Network web page)

# Benchmarking resources

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- **Your own library**
- **The competition**
- **Other hospitals/libraries in your system**
- **Other hospitals/libraries in your area**
- **MLA Benchmarking**
- **AAHSL Survey Statistics**
- **SLA Surveys**

# **CBA: cost/benefit analysis**

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- **The ratio showing dollar value of benefits gained for dollar value of costs**
- **Use to evaluate the benefits of a program or service**
- **Benefits divided by costs gives the value realized by transaction**

# CBA formula

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**BENEFITS ÷ COSTS**

*Or*

**BENEFITS**  
**COSTS**

# ROI: return on investment

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- **Percentage showing the return (increase in value) on dollars spent to achieve a benefit**
  - Amount the company's investment in a program earned for the company
  - Earnings on money spent

# ROI formula

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$$((\text{BENEFITS} - \text{COSTS}) \div \text{COSTS}) \times 100$$

*Or*

$$\frac{\text{BENEFITS} - \text{COSTS}}{\text{COSTS}} \times 100$$

# Preparing for CBA and/or ROI

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- **Select the program or service to value**
  - Journal subscriptions
- **Identify benefits derived from program/service**
  - Journal articles on staff desktops
- **Identify who gets the benefit**
  - Library users
- **Convert the benefits to quantifiable terms (based on surveys and/or records)**
  - # of journals used; # of articles accessed

# Sources of benefits

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- **Books used (in house or borrowed)**
- **Print journals used (in house or borrowed)**
- **EJournal articles accessed**
- **Patron time saved**
- **Value of information available for clinical, research, teaching, etc**
- **Money NOT spent**

# Sources of costs

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- **Purchase price**
- **Other expense incurred**
- **Staff time**
- **Space, light, heat, computers, benefits**

# Costing tips

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- **Consider tangible vs. intangible benefits**
- **Be conservative in estimating benefits and liberal in assessing costs**
- **Obtain administrative approval of the value of the benefits for each alternative; involve financial staff**
- **Express benefits and costs in a value system shared by all parties – \$\$**
- **Think about inflation and depreciation if study extends over several years**

# A CBA/ROI Example

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**Subscription to online  
*Fictional Journal*  
at Anytown Institution**

# Fictional Journal Online

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- The library spends \$1600 for an institutional subscription to *Fictional Journal* (FJ) online
- 7800 articles are viewed per year using the library's subscription

# Assumption

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- **Each user reads two articles per week**
  - =7800 articles/104 articles per user per year
  - =75 users
- **Without a library, users who needed an article published in FJ would have to buy them for \$35/article**
- **75 users might spend \$3,600 each!**
- **An individual subscription is just \$99**

# Summary

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- **Cost: \$1,600 spent on FJ**
- **Benefit to the users:**
  - Money not spent for 75 subscriptions at \$99/subscription = \$7,425

# Calculating CBA

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<u>BENEFITS</u>	<u>\$7425K</u>	<u>4.64</u>
COSTS	\$1600K	1

**\$4.64 benefit for every \$1 budgeted**

# Calculating ROI

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$$\frac{\text{Benefits} - \text{Net Costs}}{\text{Net Costs}} \times 100$$

$$\frac{7,425 - 1,800}{1,800} \times 100$$

$$1,800$$

$$\times 100$$

$$= 312.5\%$$

# CBA of ILL

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## ■ **Costs: ILL services - \$20**

- Librarian's time:  $\$20/\text{hr} \times .25 = \$5$
- Fee charged by lending library: \$15

## ■ **Benefits: Pay per view - \$85**

- Patron's time:  $\$60/\text{hr} \times .3 = \$20$
- Provider's fee: \$65

# CBA of ILL

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<b>Benefit: cost of pay per view</b>	<b>\$85</b>	<b>4.25</b>
<b>Cost: one ILL</b>	<b>\$20</b>	<b>1</b>

**\$4.25 of benefit for each dollar spent  
by library on ILL service**

# ROI of ILL

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## ■ **Costs: ILL services - \$20**

- Librarian's time:  $\$20/\text{hr} \times .25 = \$5$
- Fee charged by lending library: \$15

## ■ **Benefits: Pay per view - \$85**

- Patron's time:  $\$60/\text{hr} \times .3 = \$20$
- Provider's fee: \$65

# ROI of ILL

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$$\frac{\$85 - \$20}{\$20} = 3.25 \times 100$$
$$= 325\%$$

# Calculators that do the math for you

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## ■ Retail value calculator

<http://n.nlm.gov/mcr/evaluation/calculator.html>

## ■ CBA/ROI calculator for books/journals

- CBA: Benefits/Costs

- ROI:  $((\text{Benefits}-\text{Costs})/\text{Costs}) * 100$

<http://n.nlm.gov/mcr/evaluation/roi.html>

## ■ CBA/ROI calculator for databases

<http://n.nlm.gov/mcr/evaluation/dbroi.html>

# Replacing your library

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- **What is the value of the resources and services your library provides?**
- **What would your users pay on the open market?**
- **Would your institution pay the retail costs?**
- **Would your institution pay for everyone who needs information or for select staff?**

**Retail value calculator**

**<http://nnlm.gov/mcr/evaluation/calculator.html>**

## Value of Library Resources and Services

Your institution realizes a benefit of \$ for every one dollar budgeted.

Where is your library?

What type of library is it?

**Library Annual Budget - you *must* enter your library's annual budget **without** commas**

**Number of months of stats you are using:**

**Number of Uses (do not use commas)**

**Library Resources or Services**

**Cost of Resource or Service**

**Value of Resources or Services**

<input type="text"/>	<a href="#">Print and e-Books used</a> (in house, checked out or online)	<input type="text" value="125"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Print journals used</a> (in house or checked out)	<input type="text" value="35"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">E-Journal articles</a> accessed	<input type="text" value="45"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Document Delivery</a> (Items borrowed for/delivered to users)	<input type="text" value="18"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Reference questions</a> Answered	<input type="text" value="45"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Mediated searches</a>	<input type="text" value="75"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Class hours taught</a> (Sum of students/class x hours/class )	<input type="text" value="30"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">AVs used</a> or borrowed	<input type="text" value="150"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Self service photocopies</a>	<input type="text" value=".10"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Meeting room use</a>	<input type="text" value="50"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Hours of computer use</a> (i.e. Internet, MS Word, etc.)	<input type="text" value="12"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>

Clear Form

\$

# Calculator data points

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- Where do the values come from?
- What does each line mean?
- <http://nnlm.gov/mcr/evaluation/valuation.html>

# Becker Library

## Value of Library Resources and Services

Your institution realizes a benefit of \$12.10 for every one dollar budgeted.

Where is your library?

What type of library is it?

Library Annual Budget - you *must* enter your library's annual budget without commas

Number of months of stats you are using:

Number of Uses	Library Resources or Services	Cost of Resource or Service	Value of Resources or Services
<input type="text" value="35224"/>	<a href="#">Print and e-Books used</a> (in house, checked out or online)	<input type="text" value="125"/>	\$ <input type="text" value="4403000.00"/>
<input type="text" value="22268"/>	<a href="#">Print journals used</a> (in house or checked out)	<input type="text" value="35"/>	\$ <input type="text" value="779380.00"/>
<input type="text" value="1762613"/>	<a href="#">E-Journal articles</a> accessed	<input type="text" value="35"/>	\$ <input type="text" value="61691455.00"/>
<input type="text" value="1525"/>	<a href="#">Document Delivery</a> (Items borrowed for/delivered to users)	<input type="text" value="18"/>	\$ <input type="text" value="27450.00"/>
<input type="text" value="17425"/>	<a href="#">Reference questions</a> Answered	<input type="text" value="45"/>	\$ <input type="text" value="784125.00"/>
<input type="text"/>	<a href="#">Mediated searches</a>	<input type="text" value="75"/>	\$ <input type="text" value="0.00"/>
<input type="text" value="1380"/>	<a href="#">Class hours taught</a> (# students x total class hours)	<input type="text" value="30"/>	\$ <input type="text" value="41400.00"/>
<input type="text"/>	<a href="#">AVs used</a> or borrowed	<input type="text" value="150"/>	\$ <input type="text" value="0.00"/>
<input type="text" value="96124"/>	<a href="#">Self service photocopies</a>	<input type="text" value="10"/>	\$ <input type="text" value="9612.40"/>
<input type="text"/>	<a href="#">Meeting room use</a>	<input type="text" value="50"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Hours of computer use</a> (i.e. Internet, MS Word, etc.)	<input type="text" value="12"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>

Clear Form

\$

# J Otto Lottes Library

## Value of Library Resources and Services

Your institution realizes a benefit of \$4.71 for every one dollar budgeted.

Where is your library?

What type of library is it?

Library Annual Budget - you *must* enter your library's annual budget without commas

Number of months of stats you are using:

Number of Uses	Library Resources or Services	Cost of Resource or Service	Value of Resources or Services
<input type="text" value="27550"/>	<a href="#">Print and e-Books used</a> (in house, checked out or online)	<input type="text" value="125"/>	\$ <input type="text" value="3443750.00"/>
<input type="text" value="2427"/>	<a href="#">Print journals used</a> (in house or checked out)	<input type="text" value="35"/>	\$ <input type="text" value="84945.00"/>
<input type="text" value="168264"/>	<a href="#">E-Journal articles</a> accessed	<input type="text" value="35"/>	\$ <input type="text" value="5889240.00"/>
<input type="text" value="12739"/>	<a href="#">Document Delivery</a> (Items borrowed for/delivered to users)	<input type="text" value="18"/>	\$ <input type="text" value="229302.00"/>
<input type="text" value="9250"/>	<a href="#">Reference questions</a> Answered	<input type="text" value="45"/>	\$ <input type="text" value="416250.00"/>
<input type="text" value="2532"/>	<a href="#">Mediated searches</a>	<input type="text" value="75"/>	\$ <input type="text" value="189900.00"/>
<input type="text" value="1158"/>	<a href="#">Class hours taught</a> (Sum of students/class x hours/class )	<input type="text" value="30"/>	\$ <input type="text" value="34740.00"/>
<input type="text" value="6"/>	<a href="#">AVs used</a> or borrowed	<input type="text" value="150"/>	\$ <input type="text" value="900.00"/>
<input type="text" value="332703"/>	<a href="#">Self service photocopies</a>	<input type="text" value=".10"/>	\$ <input type="text" value="33270.30"/>
<input type="text" value="738"/>	<a href="#">Meeting room use</a>	<input type="text" value="50"/>	\$ <input type="text" value="36900.00"/>
<input type="text" value="26780"/>	<a href="#">Hours of computer use</a> (i.e. Internet, MS Word, etc.)	<input type="text" value="12"/>	\$ <input type="text" value="321360.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	Add another service or resource	<input type="text"/>	\$ <input type="text" value="0.00"/>

\$

# HSLNKC Library

## Value of Library Resources and Services

Your institution realizes a benefit of \$2.32 for every one dollar budgeted.

Where is your library?

What type of library is it?

Library Annual Budget - you *must* enter your library's annual budget without commas

Number of months of stats you are using:

Number of Uses	Library Resources or Services	Cost of Resource or Service	Value of Resources or Services
<input type="text" value="50"/>	<a href="#">Print and e-Books used</a> (in house, checked out or online)	<input type="text" value="125"/>	\$ <input type="text" value="6250.00"/>
<input type="text" value="1442"/>	<a href="#">Print journals used</a> (in house or checked out)	<input type="text" value="35"/>	\$ <input type="text" value="50470.00"/>
<input type="text" value="2649"/>	<a href="#">E-Journal articles</a> accessed	<input type="text" value="35"/>	\$ <input type="text" value="92715.00"/>
<input type="text" value="747"/>	<a href="#">Document Delivery</a> (Items borrowed for/delivered to users)	<input type="text" value="18"/>	\$ <input type="text" value="13446.00"/>
<input type="text" value="20"/>	<a href="#">Reference questions</a> Answered	<input type="text" value="45"/>	\$ <input type="text" value="900.00"/>
<input type="text" value="635"/>	<a href="#">Mediated searches</a>	<input type="text" value="75"/>	\$ <input type="text" value="47625.00"/>
<input type="text" value="15"/>	<a href="#">Class hours taught</a> (# students x total class hours)	<input type="text" value="30"/>	\$ <input type="text" value="450.00"/>
<input type="text" value="58"/>	<a href="#">AVs used</a> or borrowed	<input type="text" value="150"/>	\$ <input type="text" value="8700.00"/>
<input type="text"/>	<a href="#">Self service photocopies</a>	<input type="text" value="10"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Meeting room use</a>	<input type="text" value="50"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<a href="#">Hours of computer use</a> (i.e. Internet, MS Word, etc.)	<input type="text" value="12"/>	\$ <input type="text" value="0.00"/>
<input type="text" value="328"/>	<input type="text" value="Internet article printouts"/>	<input type="text" value="35"/>	\$ <input type="text" value="11480.00"/>
<input type="text"/>	<input type="text" value="Add another service or resource"/>	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="text"/>	<input type="text" value="Add another service or resource"/>	<input type="text"/>	\$ <input type="text" value="0.00"/>
<input type="button" value="Clear Form"/>			\$ <input type="text" value="232036.00"/>

# ROI of Book and Journal Collections

<b>Salary Information:</b>	User's Average Annual Salary	\$ <input type="text" value="60000"/>	Hours Worked Per Year	<input type="text" value="2080"/>	Library Salary Budget	\$ <input type="text" value="45000"/>
<b>Benefits</b>		<b>Costs</b>		<b>TOTAL Benefit</b>	<b>TOTAL Cost</b>	
<b>Books used (in house or borrowed)</b>				\$ <input type="text" value="0"/>	\$ <input type="text" value="0"/>	
Number borrowed or used	<input type="text"/>					
Average retail cost of a book	\$ <input type="text" value="0"/>	Book budget	\$ <input type="text" value="0"/>			
User time saved for each book borrowed (in 10ths of an hr)	<input type="text" value="0"/>	Portion of all staff time devoted to the book collection (order, receive, catalog, process,shelve,etc) in 10ths	<input type="text" value="0"/>			
<b>Journals used (in house or borrowed)</b>				\$ <input type="text" value="0"/>	\$ <input type="text" value="0"/>	
Number articles read by all users	<input type="text"/>					
Per article price from a vendor	\$ <input type="text" value="0"/>	Journal budget (print and electronic)	\$ <input type="text" value="0"/>			
User time saved per article available through library (in 10ths of an hr)	<input type="text" value="0"/>	Portion of all staff time devoted to journal collection (order, license, receive, process, manage, shelve, etc.) in 10ths	<input type="text" value="0"/>			
<input type="button" value="Clear Form"/>		Total Benefits Value:	<input type="text" value="0.00"/>	Total Costs:	<input type="text" value="0.00"/>	
		Benefit/Cost Ratio:	<input type="text" value="0.00"/>	ROI %:	<input type="text" value="0.00"/>	

# Becker Library

<b>Salary Information:</b>		User's Average Annual Salary	\$ <input type="text" value="100000"/>	Hours Worked Per Year	<input type="text" value="2080"/>	Library Salary Budget	\$ <input type="text" value="2100000"/>
<b>Benefits</b>		<b>Costs</b>			<b>TOTAL Benefit</b>	<b>TOTAL Cost</b>	
<b>Books used (in house or borrowed)</b>					\$	<input type="text" value="4825981.42"/>	\$ <input type="text" value="196000.00"/>
Number borrowed or used	<input type="text" value="35221"/>						
Average retail cost of a book	\$ <input type="text" value="125"/>	Book budget	\$ <input type="text" value="196000"/>				
User time saved for each book borrowed (in 10ths of an hr)	<input type="text" value=".25"/>	Portion of all staff time devoted to the book collection (order, receive, catalog, process,shelve,etc) in 10ths	<input type="text" value=".14"/>				
<b>Journals used (in house or borrowed)</b>					\$	<input type="text" value="92506812.47"/>	\$ <input type="text" value="1935000.00"/>
Number articles read by all users	<input type="text" value="1784881"/>						
Per article price from a vendor	\$ <input type="text" value="35"/>	Journal budget (print and electronic)	\$ <input type="text" value="1725000"/>				
User time saved per article available through library (in 10ths of an hr)	<input type="text" value=".35"/>	Portion of all staff time devoted to journal collection (order, license, receive, process, manage, shelve, etc.) in 10ths	<input type="text" value="1"/>				
<input type="button" value="Clear Form"/>		Total Benefits Value:	<input type="text" value="97332793.89"/>	Total Costs:	<input type="text" value="2131000.00"/>		
		Benefit/Cost Ratio:	<input type="text" value="45.67"/>	ROI %:	<input type="text" value="4467.47"/>		

# J Otto Lottes Library

<b>Salary Information:</b>	User's Average Annual Salary	\$ 100000	Hours Worked Per Year	2080	Library Salary Budget	\$ 1085864
<b>Benefits</b>		<b>Costs</b>		<b>TOTAL Benefit</b>	<b>TOTAL Cost</b>	
<b>Books</b> used (in house or borrowed)				\$	3774901.00	\$ 113714.00
Number borrowed or used	27550					
Average retail cost of a book	\$ 125	Book budget	\$ 113714			
User time saved for each book borrowed (in 10ths of an hr)	.25	Portion of all staff time devoted to the book collection (order, receive, catalog, process,shelve,etc) in 10ths	.16			
<b>Journals</b> used (in house or borrowed)				\$	8436231.98	\$ 682215.48
Number articles read by all users	170691					
Per article price from a vendor	\$ 35	Journal budget (print and electronic)	\$ 606205			
User time saved per article available through library (in 10ths of an hr)	.3	Portion of all staff time devoted to journal collection (order, license, receive, process, manage, shelve, etc.) in 10ths	.07			
<input type="button" value="Clear Form"/>		Total Benefits Value:	12211132.98	Total Costs:	795929.48	
		Benefit/Cost Ratio:	15.34	ROI %:	1434.20	

# CBA/ROI exercise

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- **Select one service or resource**
- **List all the costs associated with providing the service once or obtaining one resource**
- **List alternative sources for that service or resource**
- **List the costs associated with that alternative source**
- **Plug the numbers into the formula**

# Communicating the Results

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# Use the results...

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- **To communicate your value**
- **To promote and advocate for the library**
- **To maintain or get additional funding**
- **As baseline information to show improvement over time**
- **To improve library services and programs**



# Some communication methods

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- **Written and/or oral reports, formal and informal**
- **Executive summary**
- **Press release for newsletter or local paper**
- **Promotional materials for the library**
- **Staff meetings**
- **Informal hallway or elevator talk**

# Communication tips

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- **Have others review the communications**
- **Frame message in terms of added value to the mission and goals of the organization**
- **Use figures, tables, graphs to make your point**
  - Should be able to stand alone
  - Have a narrative to give more details

# More tips

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- **Know and rehearse your message**
- **Talk to administrators one-on-one when possible**
- **Focus on benefits**
- **Don't use library jargon**
- **Educate, but don't bore**

# What sticks?

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- SUCCEsS
  - Simple
  - Unexpected
  - Concrete
  - Credible
  - Emotional
  - Stories

(From: ***Made to Stick***. Heath, Chip. New York: Random House, 2007)

# Elevator talk

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- **Simple, memorable mini-speech**
- **Ready for any brief encounter**
- **What your library contributes and why that matters**

“Sadly and too often, the people who have the most influence over our future are really not all that interested in libraries.”

Gardner Reed S. Making the Case for Your Library: A How-To-Do-It Manual. How-To-Do-It Manuals for Librarians, Number 104. New York: Neal-Schuman, 2001: 6

# Elevator talk exercise

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- **Select an outcome**
- **Invent results**
- **Determine the audience**
- **Create a sound bite that highlights the value of the outcome to that audience**



# Go forth & evaluate

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- Do smallball evaluation
- Relate your value to the mission and goals of your organization
- Plan your evaluation before you begin
- Share your value with many audiences
- **Don't wait for a crisis – *start now!***

# Want more information?

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- **Web resources for evaluation**

- <http://nnlm.gov/mcr/evaluation/>

- **Web resources for advocacy**

- <http://nnlm.gov/mcr/advocacy/>

- **Library value calculators**

- <http://nnlm.gov/mcr/evaluation/calculator.html>

- <http://nnlm.gov/mcr/evaluation/roi.html>

- <http://nnlm.gov/mcr/evaluation/dbroi.html>

- <http://nnlm.gov/mcr/advocacy/statistics.html>