

PARTNERSHIP

The Canadian Journal of Library and Information Practice and Research
Revue canadienne de la pratique et de la recherche en bibliothéconomie et sciences de l'information

vol. 12, no. 2 (2017)

DOI: <http://dx.doi.org/10.21083/partnership.v12i2.4073>

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Irwin, B., & Silk, K. (Eds.). (2017). **Creating a Culture of Evaluation: Taking your Library from Talk to Action.** Toronto: OLA Press.

This book is a valuable resource for anyone grappling with library assessment. It presents a compelling argument for libraries to adopt a system of outcome-based evaluation in order to assess the social, cultural, economic, or educational impact of their programs and services on their users and the communities they serve. More importantly, the book gives readers the tools necessary to do it.

The twelve chapters are equally well written by a variety of academics and practitioners in the field of assessment. The chapters flow logically, the first outlining the need for evaluation, while subsequent chapters explore research methods, impact measures, challenges, outcomes, and uses. Although the book focuses on public libraries, the information is applicable to any type of library.

Bill Irwin's chapter "The Cost of Doing Nothing" starts the book off, and so much of it rings true for me. Libraries have always been good at keeping "counts" (e.g., gate counts, circulation statistics, workshop attendance), but how are these statistics used, and how valid are they? Irwin gives us a personal anecdote about patrons manipulating gate counts and circulation statistics. At some point, you may need to justify the costs of your library's services or to demonstrate their value to your stakeholders, and you will want to be ready. As an apt example, Irwin offers the plight of the Toronto Public Library, which had to prove its worth during Rob Ford's term as mayor.

Kimberly Silk follows with a truly great primer on research. She takes us through the entire research process in a manner that is easy to understand. Plus, she provides the reader with links to a variety of tools for literature reviews, surveys, and data visualization, as well as sources of library research studies that will surely come in handy for anyone launching a research project.

The reader is then introduced to the logic model as a measurement system for the library sector. An appendix containing two articles written in 2013 by the chapter authors outlines the basics of this model. The authors suggest reading these articles first before returning to the chapter to learn how to successfully implement the logic

model. Some readers will find these articles useful; however I found reading them a bit challenging because of the small font size and dark background colour. Luckily, the chapter stands well on its own.

Several chapters on impact assessment follow: how to design, measure, and communicate the economic, social, cultural, and educational impact of your organization. All have extremely valuable information, but I found Chapter 8, “Measuring Economic Impact,” particularly interesting. The formulas that Kimberly Silk provides in this chapter could prove lifesaving for anyone tasked with calculating the economic benefit or value of their library’s services, collections, or operations.

The next section of the book discusses how organizations can make the shift to a culture of evaluation. Chapter 10, “How Outcome Evaluation Can—and should—Change Your Practice,” shows how outcome evaluation can positively impact management practices and strategic planning. Chapter 11, “Barriers and Challenges to New Systems of Evaluation: Organizational Culture,” is a no-holds-barred account of the challenges faced when introducing new assessment methods. Irwin presents a five-stage model designed to represent the levels of institutional progression through awareness, acceptance, and understanding of new models of outcome-based evaluation. “It moves from grudgingly accepting the need for evaluation to enthusiastically embracing it.” (p. 222).

The final chapter, “Building Influence: Communicating Results and Value through Advocacy,” shows how assessment can be used for library advocacy. Having a system of evaluation in place means having data on hand that can be used to validate the worth of a library’s programs or services when needed, such as when funding is threatened. Stephen Abram’s example on pages 245 and 246 is a definite eye-opener. Imagine being able to prove to the government that cancelling a \$500,000 subsidy to run a province-wide interlibrary loan service will mean a loss of \$21.2 million in value to the residents of that province.

Appendices provide a generous supply of helpful information, including an extensive list of library impact studies in Canada and around the world, case studies, a glossary of terms, and a substantial bibliography.

In conclusion, although this book focuses mainly on public libraries, the information can be applied to any type of library. This is a must-read for anyone involved in library assessment.

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