

CONTENTS

<i>About the Author</i>	ix
1. Introduction	1
2. What Do KPIs Have to Do With Libraries?	3
2.1 Information and Society	5
2.2 Where Does Evaluation Fit in?	8
3. A Brief History of Evaluation and Performance Measurement in Libraries	11
3.1 What Is Being Measured?	11
3.2 Key Moments in Library Evaluation History—How It All Began	12
3.3 The Consumer Society	14
3.4 New Managerialism	14
3.5 Demonstrating Quality	15
4. Developing a Culture of Performance Measurement	19
4.1 What Is Actually Being Evaluated?	20
4.2 Demonstrating Impact	21
4.3 Outcomes of Library Usage	22
4.4 Social Impact	24
4.5 Value	25
5. Performance Measurement in the Digital Age	29
5.1 What Next?	32
6. Quantitative Methods of Performance Measurement	33
6.1 Statistics and Statistical Returns	33
6.2 Current Examples of Library Statistical Returning	34
6.3 Statistical Measures for E-resources	37
6.4 Library Analytics and Metrics	38
6.5 Bibliometrics	39
6.6 Altmetrics	39
6.7 Questionnaires and Surveys	40
6.8 Value for Money	43

7. Qualitative Methods for Performance Measurement	47
7.1 Focus Groups	48
7.2 Interviews	49
7.3 Suggestion Boxes/Comments Schemes/Evaluations	50
7.4 Observation	51
7.5 Reflective Journals and Diaries	52
7.6 Benchmarking	52
7.7 User Experience (UX)	53
8. Mixed Methods for Performance Measurement	57
8.1 Quality Frameworks	57
8.2 Annual Reporting	58
8.3 Balanced Scorecards	59
9. An Overview of Key Performance Indicators	61
9.1 Is a KPI Not Just a Statistic?	61
10. How Can KPIs Be Used in Performance Measurement?	73
10.1 Can Value and Impact Be Measured Through Performance Indicators?	73
10.2 Using Indicators to Measure Value	81
10.3 Using Indicators to Measure Performance Against Outcomes	82
11. Case Studies	85
11.1 Kingston University	85
11.2 Liverpool John Moores University	89
11.3 McMaster University	94
11.4 Principles for Better Metrics – An Approach in NHS Library and Knowledge Services	100
11.5 Ongoing Development of Metrics in NHS LKS	104
11.6 KPI Case Study at The Pennsylvania State University	105
11.7 Case Studies Summary	108
12. Using KPIs in Your Library and Information Service	111
12.1 Academic Libraries	111
12.2 Public Libraries	113
13. Final Reflections Performance Measurement and Performance Indicators	117
<i>References</i>	121
<i>Appendix A: Kingston University, Key Performance Indicators and Service Standards</i>	127

<i>Appendix B: NHS, Template to Support the Creation and Sharing of Quality Metrics:</i>	
GMC Survey Scores	129
<i>Appendix C: NHS, Template to Support the Creation and Sharing of Quality Metrics:</i>	
LQAF Compliance	133
<i>Appendix D: NHS, Template to Support the Creation and Sharing of Quality Metrics:</i>	
OpenAthens	137
<i>Appendix E: British Library, Example of Strategic Performance Dashboard, 2016/17</i>	
<i>from the British Library</i>	141
<i>Appendix F: Edge Hill University, Learning Services: Key Performance Indicators</i>	145
<i>Appendix G: McMaster University Library Scorecard</i>	149
<i>Index</i>	151