



Knology

Libraries as Entrepreneurial Hubs

Entrepreneurship at Libraries: A Foundation for Evaluation

October 9, 2020

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Executive Summary

In 2018, the Urban Library Council (ULC) launched Libraries as Entrepreneurial Hubs with support from the Ewing Marion Kauffman Foundation (EMKF). The goal of this initiative is to strengthen the role of libraries as entrepreneur support organizations, particularly for would-be entrepreneurs from underrepresented communities. As part of this work, ULC has convened a peer-learning cohort of eleven member institutions to identify leading entrepreneurship support practices and programming models already in existence in public libraries. As external evaluators, Knology, a social science research organization, aims to identify best practices for library-based programs that help underserved entrepreneurs gain the knowledge and skills needed to successfully start and grow a business.

Project activities so far have focused on helping participating library systems build the capacity needed to support entrepreneurship programs. Together, the project partners and libraries have worked to identify knowledge gaps and define frameworks for thinking through and addressing them. Due to the COVID-19 pandemic, most of the planned activities for this project to date had to be moved online. The pandemic also affected the libraries' ability to provide in-person programs for their communities. As library staff think through how best to support users moving forward, their efforts will likely need to include support for online programming, at least in the short term. We encourage libraries adapt the methods and approaches described in this report to better serve the entrepreneurs in their communities.



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Introduction

The **Libraries as Entrepreneurial Hubs** project is an initiative of the **Urban Libraries Council** (ULC) and the **Ewing Marion Kauffman Foundation** (Kauffman Foundation), that was launched to strengthen libraries' capacity to support entrepreneurs in their communities, especially people of color, women, immigrants, and veterans. As part of the initiative, ULC is currently mentoring twelve library branches to strengthen their pre-existing entrepreneurship program. This work builds on a public toolkit that ULC and the Kauffman Foundation created for designing and implementing Entrepreneurial Hubs in libraries. Many libraries across the U.S. run entrepreneurship-focused programs or classes, provide services such as business databases or access to technology, and train library staff to support people learning about financial topics or developing new skills. We refer to this suite of offerings as libraries' "entrepreneurship efforts," meaning everything a library does to support current or potential entrepreneurs or small businesses.

Knology, a social science research organization, is working with select library systems involved in the larger initiative (the "Evaluation Cohort") in four regions to study the impact of the libraries' entrepreneurship programming. Knology's approach to evaluation is inherently participatory – we aim to build on what the libraries are already doing to support these programs, and jointly develop a plan for future evaluation that is flexible, feasible, and sustainable.

When this project began in Fall 2019, we planned to have an in person, one-day design workshop with the Evaluation Cohort. The workshop was intended to build library capacity, and provide Knology with an important baseline of each library system's efforts to support entrepreneurs. We anticipated that libraries' entrepreneurship programming would already be underway, with clear goals, outcomes, and strategies. But our experience with other projects also led us to believe that library programs could be further refined by developing common language around an overarching theory of change. This would allow everyone to talk about their respective contributions to the broader goals in context, and account for how local cultural conditions determine programming priorities.

Given the impossibility of travel during the COVID-19 pandemic, the proposed workshop (which was to occur in March 2020) was reimagined as a three-week virtual series. Representatives from each library in the Evaluation Cohort participated in virtual meetings on consecutive Tuesdays: April 21, 28, and May 5, 2020, facilitated by Knology researchers. Prior to the first two workshops, a short survey was given to attendees to help inform the meeting design. The surveys captured information about libraries' status and the status of entrepreneurship programs during the pandemic. The surveys also captured the degree to which library staff had previously conducted evaluation, their level of comfort with data collection and analysis, and their experience designing and working with logic models (a tool that helps visualize a theory of change).

Prior to the second workshop, Knology distributed a short literature review to participants summarizing a small subset of what is known about the field of entrepreneurship across

four key topics: Types of Entrepreneurship Programs, Opportunities for Evaluation, Support for Women Entrepreneurs, and Entrepreneurship in Low-income Communities. The literature review also included ideas about how library staff could put these ideas to work to support their own programming efforts.

Following the workshop, Knology worked with each library on a “gap analysis” (a tool illustrating what information is known versus what is not yet known about a particular topic and ultimately proposes ways of collecting the missing data), and a logic model depicting the inputs, activities, audiences, outputs, and outcomes for each library system’s entrepreneurship programming.

About this Report

This report documents the virtual workshop series and all subsequent collaboration between Knology and the Evaluation Cohort to date. We provide details of the process in this report as a helpful guide for other libraries or entrepreneurship support organizations (ESOs). This report includes the following:

- Our three workshop agendas, with explanatory notes and sample PowerPoint slides;
- A summary of the libraries’ gap analyses;
- Four logic models specific to the Evaluation Cohort’s entrepreneurship efforts, and one joint logic model illustrating common themes across all library systems; and
- A brief discussion of next steps and how the work described in this report will be used to develop concrete evaluation plans for each library in the Evaluation Cohort.



Workshop Agendas

Knology conducted three virtual workshops to prepare libraries in the Cohort to design and participate in the evaluation of entrepreneurship efforts. In the sections that follow, we offer detailed versions of the agendas to provide a clear picture of the events that occurred. We also include sample slides from each workshop as concrete examples of the content that was shared with participants. In preparing for these workshops, we acknowledge that library programs and services are continually evolving to respond to COVID-19 and the changing needs of users. As such, libraries will likely need to continue to adapt the content provided in this report to fit their current situations.

Workshop One: Understanding Evaluation

The goal of the first workshop was three-fold:

1. To learn about how library staff responded to COVID-19 and how the pandemic was affecting libraries' entrepreneurship efforts;
2. To learn about evaluation, based on input from the survey describing library staff members' past experience and confidence with data collection; and
3. To begin to articulate what libraries **already** know versus what they **want** to know (while understanding the latter may shift over time).

Agenda

5 min	Welcome & Icebreaker <ul style="list-style-type: none">• Outline the three workshop sessions – note that we will remain flexible as we plan future sessions
15 min	COVID-19 Updates <p>Facilitated group discussion – ask each library to talk about:</p> <ul style="list-style-type: none">• What is happening in your library today?• How are you adapting to COVID-related challenges as a library?• What does this mean for your library's programs and your entrepreneurship programs specifically?• What are new needs you have identified regarding your efforts to support entrepreneurs?
10 min	Hopes and Fears <ul style="list-style-type: none">• Given the reality of COVID-19, each person is asked to write down a new hope for their entrepreneurship efforts, and a new fear. This activity was facilitated through an online post-it note platform.• Participants share their fears first, followed by their hopes.

15 min	Evaluation 101 <ul style="list-style-type: none"> • A short overview of evaluation and what we hope to accomplish in our work with the Evaluation Cohort • What is the funder's perspective of and interest in this work?
10 min	Gap Analysis <p>Knology presents an overview of a "gap analysis." In order to start thinking about evaluation it helps to think about what we already know (and how) as well as what we don't know but want to</p> <ul style="list-style-type: none"> • Participants brainstorm what they know. Are they already collecting data related to their entrepreneurship efforts? How are they gathering this information? • We then prompt thinking about all the unknowns. What would be useful to know, but where data does not yet exist? What information is needed for libraries to talk about their impact? <p>As homework, library staff are asked to further develop their gap analysis and then send to Knology.</p>
5 min	Next Steps and See you Next Week <p>Session #2 will focus on logic models.</p> <p>Session #3 will focus on data sources and making a plan for evaluation.</p>

Sample Slide: Defining Evaluation

The word evaluation can mean many different things, depending on context. The content presented in the slide below was our attempt to distill the concept to its most basic parts. Not every evaluation does all of these things, but thinking about these ideas can make doing evaluation feel more specific and manageable.

What is evaluation?

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Evaluation helps explain:

- **What** happened
- For **whom**
- **Why** and **how** the change occurred
- **What** can be done better

Sample Slide: Establishing Evaluation Priorities

There are many reasons to do evaluation. It is important to be clear about those reasons before starting data collection. Knowing the purpose for an evaluation can help focus an evaluation team's efforts. In the case of Libraries as Entrepreneurial Hubs initiative, the evaluation is meant to inform all four of the bullets listed in this slide.

Evaluation Goals

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- Understand your **impact**
- Share your **story**
- **Best practices** for the field
- Build your **capacity**

Sample Slide: Conducting a Gap Analysis

A “gap analysis” shows the space between where we are and where we want to be in terms of evaluation. After the first workshop, the Evaluation Cohort were asked to design their own gap analysis while thinking about evaluation of their entrepreneurial efforts. What do they already know...and what do they still hope to learn?



Workshop Two: Using Logic Models

Building on the libraries' gap analyses, the goal of the second workshop session was to introduce logic models and discuss their usefulness. Libraries also had a chance to practice crafting a basic logic model.

Agenda

5 min	Welcome & Icebreaker
10 min	Overview of Evaluation Basic terms and concepts in evaluation: <ul style="list-style-type: none">• Mixed Methods• A Constructivist Approach• Evaluation Audiences• Different Types of Evaluation The group does a brainstorming activity about the type of evaluation they are interested in doing using an online post-it note program.
20 min	Introduction to Logic Models <ul style="list-style-type: none">• We introduce logic models (informed by the answers to the survey that participants took in advance of the workshop session)
20 min	Create a logic model together <ul style="list-style-type: none">• The team creates the basics of a collaborative logic model and we ensure everyone understands the different parts As homework, library staff are asked to develop their draft logic model and then send to Knology.
5 min	Next Steps and See you Next Week Session #3 will focus on data sources and making a plan for evaluation.

Sample Slide: Considering Analysis Approaches

When we refer to “mixed methods” we mean some combination of what are known as qualitative and quantitative approaches. **Quantitative** approaches can help us learn about how common something is across a group of people, or to what extent something is occurring. **Qualitative** approaches give us a better understanding of what happened and why, often reflecting the deeper and unique lived experience of individuals.

Mixed methods


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Qualitative approaches:
What's happening? In what ways?
+
Quantitative approaches:
To what extent? How common?

Sample Slide: Understanding the Different Kinds of Evaluation

Evaluation can take different forms depending on when it happens (at what point in a project or initiative), and what types of questions the evaluation answers. The three main evaluation categories are **Front-end** or **Baseline** (which happens before the project or initiative occurs), **Formative** (taking place over the course of implementation), and **Summative** (which occurs at the end).

Types of evaluation



Front-end or Baseline

What's the state of the world without us?

Formative

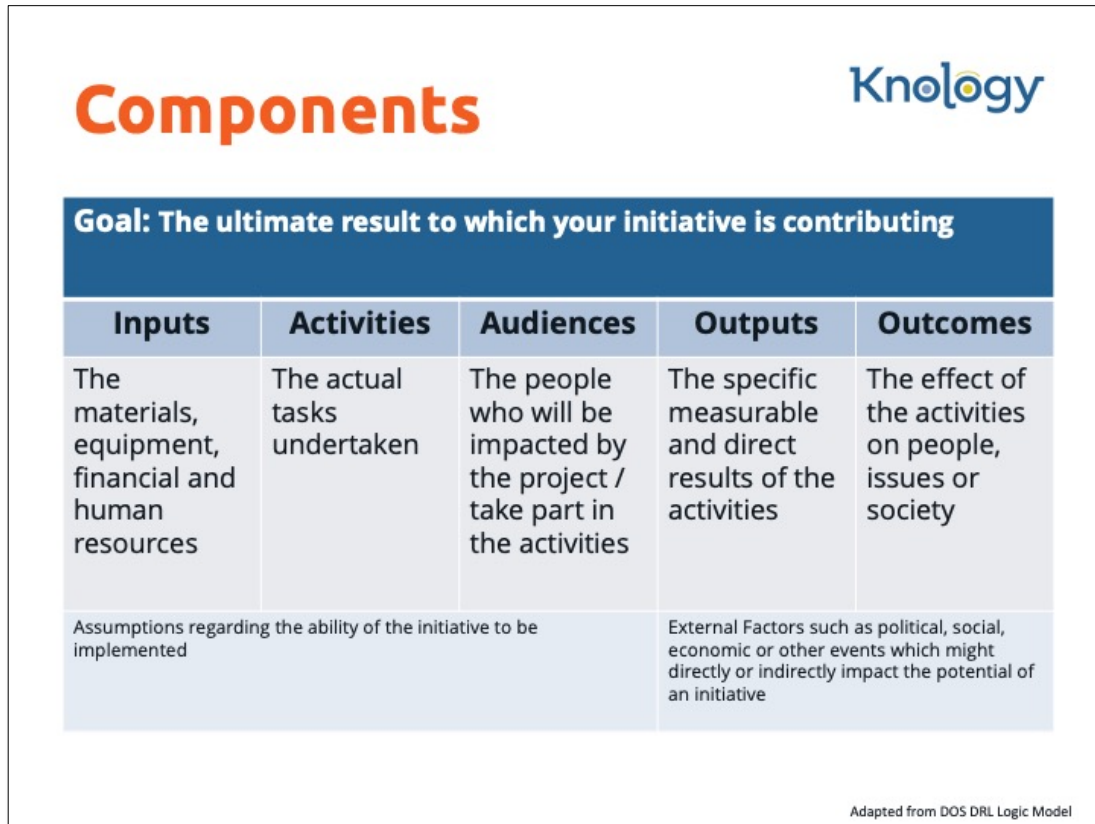
How are we doing?
What can we improve?

Summative

How did we do?

Sample Slide: Creating a Logic Model

There's no right way to create a logic model. The slide below presents a generic version of a model that we often use with organizations. It includes short descriptions of what type of information goes into each component.



Workshop 3: Introduction to Data Collection

The goal of the third meeting was to introduce data collection strategies, discuss the Institutional Review Board process that governs research ethics, and present some “sampling” strategies (collecting data from multiple small groups to make inferences about a larger group).

Agenda

5 min	Welcome & Icebreaker
10 min	Let’s Collect Data A fun example to explore data collection: <i>“How would you identify the best brand of Trader Joe’s tomato sauce?”</i>
15 min	Practice Identifying What Data Collection Means at Libraries The group identifies potential data collection opportunities based on the information a library wants to know, as identified in their gap analysis.
15 min	Institutional Review Board (IRB) What do we mean by “research ethics?” Why is oversight needed? What’s the process for obtaining approval and how does it apply to our work here?
10 min	Data Collection A review of best practices for data collection and sampling
5 min	Next Steps and Thank You Libraries are asked to schedule a time to follow up with Knology in the next few weeks, as we continue the process of designing logic models.

Sample Slide: Planning Data Collection

An “Entrepreneurship Support Organization” or ESO – such as a library – provides training or other resources to help people start or grow a business. Evaluation of an ESO program includes deciding who is best positioned to provide feedback (such as the trainer or trainees) and how that information should be collected.

Some data are more expensive to gather than others. This is an important consideration for library staff dealing with resource constraints (i.e., an online survey is an easier, faster way to reach more people than running in-person focus groups, though there might be other tradeoffs). Finally, it’s vital to consider how personal biases might affect data gathering. Biases are natural, we all have them. But left unacknowledged they can skew data and affect the accuracy of findings. For example, are you reaching out to some people but not others? Is a personal experience you’ve had influencing the way you hear what people tell you? Are you hoping for a particular outcome and letting that affect how you view the data?

ESO Programs

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- **Who** would you talk to?
- **How** would you get information?
- What are the **cost** implications?
- What about **bias**?

Sample Slide: Modes of Data Collection

With COVID-19 spreading quickly and libraries closed to the public, it was particularly important to discuss ways of collecting data virtually. One idea was adding a message to a website that invites users to take a survey. People who answer the survey can then be invited to do a phone interview or participate in an online focus group (using conferencing technology like Google Hangouts or Zoom). We also discussed ways to embed data collection directly into the virtual activities that are part of a class or program. The results of this would be two-fold - participants practice new skills while the library receives critical indicators of learning.

Finally, many libraries already track information like number of website visits, social media interactions (such as Facebook posts or replies to Tweets), newsletter reach, etc. All this data is fair game.

Virtual Data



- Pop-ups
- Survey to Interview/Focus Groups
- Embedded
- One off questions or polls
- Back-end metrics
- Public Discussions / Social Media



Gap Analyses

What Do Library Staff Already Know?

Most of the information that libraries in the Evaluation Cohort had already collected came from program participant or staff surveys, observation, stakeholder interviews, document analysis, or through interactions with people visiting the library. These data were often collected from individual programs or class series that the libraries had offered pre-COVID 19. But most could not comment on the overall impact of their library's efforts. As one Evaluation Cohort participant explained, there has been *“no standard source or methodology or framework to collect, analyze, and report the impact of entrepreneurship/small business programs, services, and resources.”* Developing the logic models and corresponding evaluation plans provide a way to address this need.

For individual programs, library staff said that they often capture basic output metrics such as number of attendees or participants. Sometimes they collect additional demographic information about gender, race, and ethnicity. But responses from library staff suggest that they have a more in-depth understanding about their communities than these basic data indicate. The gap analyses done for the Evaluation Cohort indicate that people enjoy the library programs they attend and become more confident of their entrepreneurial abilities. Library staff had a general sense of participants' backgrounds; insights into what kinds of opportunities and resources that potential entrepreneurs need, such as networking, mentorship, access to technology, and funding; and had tried to connect participants to economic opportunities. Lastly, they were aware of the challenges that entrepreneurs face in building their businesses, such as developing effective marketing campaigns.

In terms of their programming, library staff were aware of areas where they could make changes to better meet entrepreneurs' needs. In one library system,

“Staff appreciated the specialized classes and resources that respond to community economic needs, but said they don't happen often enough or in enough locations, and both staff and the public are less aware of them than would be ideal. These efforts may not be distributed across regions in the most impactful way, and might not be offered in the manner best suited for the people who would want to use them.”

Other challenges identified in the gap analyses include a shared definition of what success looks like for entrepreneurship programming, and finding time to dedicate to entrepreneurship programming given competing priorities and limited resources.

Finally, libraries recognize that partnerships with other ESOs or community organizations are key to success. The gap analyses indicated that some libraries are seeking help from outside sources with relevant expertise. Multiple library staff members said that they have looked at business sectors in their area, such as healthcare, the arts, or technology, and assessed options for supporting entrepreneurs in these sectors.

What do Library Staff Want to Know?

In their gap analyses, the Cohort emphasized wanting information in three main categories:

Library user / participant experience: Library staff are curious about the content, quality, and relevancy of library programs from the intended beneficiaries. This could, among other things, help libraries determine needs for more advanced learning opportunities. Specific metrics that libraries hoped to measure include:

- Changes in participants after attending the program (for example, what new skills have they learned?)
- Entrepreneurs' accomplishments after participating in the program (for example, are they applying those new skills toward starting or sustaining a business?)
- Participants' relationship with the library after the entrepreneurship program (for example, do people now know where to find the information they need? Will they continue to use the library as a business resource?)
- Longitudinal data from following program participants over time (for example, what are their outcomes five years after launching a new business?)

Internal library operations: Libraries had several questions regarding requirements for launching and sustaining entrepreneurship programs including:

- Staff capacity to support proposed programming;
- Administrative will to fund and support entrepreneurship programming; and
- Staff engagement with planned or current programming.

Relationship to the community: Specific kinds of data requested by the Evaluation Cohort can be grouped into two sub-categories.

Target population

- Additional data on the target population's needs (such as languages spoken);
- What types of outreach best engages these audiences; and
- Finding funding opportunities for local entrepreneurs or library support programs.

Community partnerships

- What does a "successful" relationship with a community partner look like, and how does each party benefit?
- What is the impact of entrepreneurship efforts on the surrounding community or business ecosystem, such as overall job creation; and
- What are the overall perceptions of libraries as a key player in the entrepreneurial landscape?

Some Cohort members already have partial insight into the gaps identified above, but all recognized the importance of focusing on the big picture of their impact to inform effective decision-making and resource use. One library staff member summed it up as *"how should [we] focus our economic empowerment efforts in order to have the most meaningful collective impact with an efficient use of limited resources?"* Another saw the goal as figuring out *"How do we best balance staff capacity and maintainable growth?"*

How Evaluation Bridges the Knowledge Gap

A gap analysis allows for a clear comparison between what is known and what is unknown. Good evaluation builds on what is known and strives to answer unknown questions. It is important to note that a gap analysis does not necessarily result in methods for answering all unknown questions. Often the next step is to think about stated goals and apply a logic model. The logic model helps divide unknowns into outputs (that can often be counted), and longer-term outcomes (which often flow naturally from outputs but can be harder to measure directly). This can help to provide a focus for what feasible next steps should be.

Most libraries already have information about in-person programs that happened before libraries closed in response to COVID-19. However, it is unclear if the same findings hold true if in-person programs are moved online. Proposed evaluation plans must consider the nuances in-person programs (many of which are slated to resume in future) along with those of online program offerings – some of which are stop gap measures that may or may not be sustained in the long run.



Logic Models

During one of the virtual workshops, the Evaluation Cohort members started to think about the components of their logic model. After the workshop, staff from each library had multiple calls with Knology researchers over a two-month period in spring / summer 2020 to discuss and refine their models. The four examples of logic models included here are the most current versions we have at the time of this publication – but we emphasize that the logic model is meant to be an evolving tool, and that these models will likely change and adapt over time.

Library Logic Model: Example One

Goal: To create a more inclusive and sustainable entrepreneurial ecosystem in which The Public Library is a key player in developing entrepreneurship capacity in the community.						
INPUTS	ACTIVITIES	AUDIENCES		OUTPUTS		OUTCOMES
		Primary	Secondary	Short-Term	Long-Term	
Trained Library Staff Library Collections & Resources Technology Meeting Space Funding Seed Funding for Entrepreneurs Partnerships Community assessment Community Network Marketing & Branding	Entrepreneurship multi-lingual workshops and programs i.e. <ul style="list-style-type: none"> Global Arts Mujeres Emprendedoras SCORE Two O'clock Tunes Opportunity Youth Grow with Google Series Library Services i.e. <ul style="list-style-type: none"> Host financial literacy events Coaching, consultation & skills Assessment Collections navigation Navigating business loan & grant process Library-Community Engagement <ul style="list-style-type: none"> Community partnership development Staff community outreach Design of collaborative lectures & programs Staff Training & Engagement	New Entrepreneurs <ul style="list-style-type: none"> Freelance craftsmen Students New arrivals in the city Teens Formerly incarcerated people Solopreneurs <ul style="list-style-type: none"> New start-ups Local small business 	Partners Local Government & ESOs The City's Business Ecosystem The City's Public Library System	Entrepreneurship encounters: <ul style="list-style-type: none"> # of Attendees Workshops Classes Hosted events # of Programs & Events <ul style="list-style-type: none"> Workshops Classes Hosted events Consultation hours # visitors to entrepreneurship portal Community Engagement: <ul style="list-style-type: none"> # of social media mentions # of referrals from participants # of new partnerships Staff Engagement: <ul style="list-style-type: none"> # of staff trained in entrepreneurship support 	Entrepreneurship Skill Application: <ul style="list-style-type: none"> # of business plans written by participants # of businesses created/ registered by participants Increased funding for library patrons # of solopreneurs # of youth solopreneurs # of grants / loans written by participants % growth after a library training (i.e. new hires, sales, etc.) Partnership & Systemic Growth: <ul style="list-style-type: none"> # of sustained new partnerships % library system involved 	Increase in community knowledge of how to start and sustain a small business Increase in small businesses being sustained in the community Increase in minority and new arrival owned businesses in community Increased community understanding of library as a business resource and partner in business education Increased confidence by library staff to support entrepreneurs Increased alignment and connectivity between different entrepreneurship library programs

Library Logic Model: Example Two

Goal: To create a more inclusive and sustainable entrepreneurial ecosystem in which The Public Library is a key player in developing entrepreneurship capacity in the community.						
INPUTS	ACTIVITIES	AUDIENCES		OUTPUTS		OUTCOMES
		Primary	Secondary	Short-Term	Long-Term	
Entrepreneur Academy Curriculum Partnerships: <ul style="list-style-type: none"> • Educators • Marketing • Library Systems Trained Library Staff Tools: <ul style="list-style-type: none"> • Collections • Resources • Databases • WiFi • Computers Meetings Space (Virtual / Physical) Funding	Entrepreneur Academy (EA) <ul style="list-style-type: none"> • In-person 7-Class Series • COVID Virtual Synchronous Series • Potential Asynchronous Lessons Entrepreneur Engagement Opportunities <ul style="list-style-type: none"> • 1 on 1 Coaching • Pop Up Shops • Workshops (e.g., Networking, Marketing) 	Entrepreneurs <ul style="list-style-type: none"> • People thinking about, starting, or just recently opened a business • Focus on underserved, people of color, women Staff offering E.A. and/or Entrepreneur Engagement Opportunities	Library Patrons Library Staff State Libraries Business Community Government / Officials Potential Funders	# of individuals certified in entrepreneurship / small business skills # of individuals who are exposed to how to open and maintain a small business # of 1 on 1 coaching sessions # of EA using other types of entrepreneur engagement # of referred participants # of trained library staff	For graduates of EA: <ul style="list-style-type: none"> # of new business plans # of new businesses # of minority owned businesses # of WOB # of new businesses continuing year to year # of businesses sustained # of businesses that grow Community Partnerships: <ul style="list-style-type: none"> # of partnerships with the library created and expanded 	Increase in community knowledge of how to start and sustain a small business Increase in small businesses started & being sustained in the community Increase in minority and women owned businesses in community Increased understanding of library as a business resource and partner in business education Increased confidence and knowledge of library staff to support business development

Library Logic Model: Example Three

Goal: To create a more inclusive and sustainable entrepreneurial ecosystem in which The Public Library is a key player in developing entrepreneurship capacity in the community.						
INPUTS	ACTIVITIES	AUDIENCES		OUTPUTS		OUTCOMES
		Primary	Secondary	Short-Term	Long-Term	
Partnerships Trained Library Staff Meetings Space (Virtual / Physical) Collections & Resources Technology Promotional Materials	Entrepreneurship Classes / Workshops <ul style="list-style-type: none"> Series Classes Single Classes Book a Librarian (BAL) one-on-one sessions (in-person & remote options) Outreach Visits Expos & Networking Opportunities Collaboration with other libraries across the system Library Staff Training	Entrepreneurs & Start-Ups & NPOs <ul style="list-style-type: none"> Women POC Underserved ESOs Library Staff Being Trained	Community Business Ecosystem General Library Staff Library Board and Administration	Entrepreneurship encounters: <i># of Attendees:</i> <ul style="list-style-type: none"> Workshops Classes BAL Outreach Expos <i># of Engagements:</i> <ul style="list-style-type: none"> # of programs offered and at which branches # of BAL requests # of topics covered in BALs # of outreach engagements # of phone calls, chats, visits # of database uses Program Reach <ul style="list-style-type: none"> # of social media mentions # of requests for outreach visit Staff Engaged? <ul style="list-style-type: none"> # of staff trained # of displays created 	Growth in Small Business Community <i># of business plans written/ NPO articles written by participants</i> <i># of businesses/ NPO created/ registered by participants</i> Increased funding for our patrons % Growth after a library training i.e. staff, sales, etc. Program Recognition <ul style="list-style-type: none"> Increased budget from Admin/Board New partnerships formed # of new outreach sites that come 	Increase in community knowledge of how to start and sustain an NPO or small business Increase in small businesses being sustained in the community Increase in minority and women owned businesses in community Increased community understanding of library as a business resource and partner in business education Increased confidence by library staff to support business development Acknowledgement of library as business resource

Library Logic Model: Example Four

Goal: To promote Economic Empowerment, defined as the set of services and resources we provide that connect individuals and organizations with the knowledge, skills, and networks to successfully navigate a complex and biased economic system, in order to contribute to communities of equitable and resilient economic thriving.						
INPUTS	ACTIVITIES	AUDIENCES		OUTPUTS	OUTCOMES	
		Primary	Secondary		Short-Term	Long-Term
Collections & Resources <ul style="list-style-type: none"> • Books • Spaces • Technology • Translation & Interpretation Services • Databases Community Relationships Invest in Yourself Brand Equity Lens Trained & Diverse Staff Volunteers	Programs (Virtual & In-Person) <ul style="list-style-type: none"> • Boot Camps • Youth Programs • Nonprofit Services / Grants • Maker Spaces • Community Driven Programs Community Engagement <ul style="list-style-type: none"> • Job Fairs • Networking Events • Community Events Assistance & Information Services <ul style="list-style-type: none"> • Reference • One-on-one Assistance Communications <ul style="list-style-type: none"> • Displays • Newsletters • Social Media 	1. New adults without a 4-year degree 2. Immigrant and refugee micro-entrepreneurs 3. Adults in career transition 4. Creative entrepreneurs and freelancers 5. Small food businesses 6. Workforce intermediaries 7. Trades contractors 8. Technology workers and small to mid-sized technology companies	Family members of patrons Social/professional network of patrons Librarians and PSAs Local business orgs and community Local government officials	Program Engagement <ul style="list-style-type: none"> • # of attendees at programs • # of programs offered Community Participation <ul style="list-style-type: none"> • # of community events attended • # of engagements Resource Usage <ul style="list-style-type: none"> • # of reference engagements • # one-on-one sessions booked • # of database uses • # of entrepreneurship books checked out Communications <ul style="list-style-type: none"> • # subscribers • # clicks on Small Business web page 	Knowledge & Skills <ul style="list-style-type: none"> • Progress made towards participants' business goals • Increased awareness by participants of how to navigate business challenges • Broader awareness of library resources & services by those who can most benefit Confidence <ul style="list-style-type: none"> • Increase in participants' confidence to achieve business goals • Increase in participants' confidence in knowing where to find business answers / support Networks <ul style="list-style-type: none"> • Increase in use of library as a business resource • Increase in library's partnerships 	Knowledge & Skills <ul style="list-style-type: none"> • Action taken toward participants' goals (apprenticeship, business plan, etc.) • Increase in community knowledge of how to start and sustain a small business • Increase in library usage for diverse services Local Economy <ul style="list-style-type: none"> • Increase in small businesses being started & sustained in the community • Increase in jobs available in the community Networks <ul style="list-style-type: none"> • Increase in community understanding of library as a business resource and partner in business education

Combined Logic Model Across Library Systems

After each library created its own logic model, researchers at Knology looked for common features that were identified by more than one library. We used these themes to create a joint logic model that speaks to the theory of change across the Evaluation Cohort.

Goal: To create a more inclusive and sustainable entrepreneurial ecosystem in which the library is a key player in developing small business capacity in the community.						
INPUTS	ACTIVITIES	AUDIENCES		OUTPUTS		OUTCOMES
		Primary	Secondary	Short-Term	Long-Term	
Library Collections & Resources Trained Library Staff Partnerships Meeting Space (Virtual / Physical) Technology Promotional / Outreach Materials	Entrepreneurship Classes & Workshops Networking & Community Events One-on-One Support Staff Training Partnership Development	Entrepreneurs & Solopreneurs Focus On: <ul style="list-style-type: none"> • Women • POC • Underserved Library Staff Being Trained	Partners Local Business Ecosystem Library Board & Administration Local Government & ESOs	Entrepreneurship encounters: <i># of Attendees</i> <ul style="list-style-type: none"> • Workshops • Classes • Networking • Community Events • Staff Training <i># of Programs & Events</i> <ul style="list-style-type: none"> • Workshops • Classes • Networking • Community Events • One-on-One Support • Resource usage Community Engagement <ul style="list-style-type: none"> • # of social media mentions • # of referrals from participants • # of new partnerships Staff Engagement <ul style="list-style-type: none"> • # of staff trained in entrepreneurship / business support 	Growth in Small Business Community <ul style="list-style-type: none"> • # of business plans written by participants • # of businesses created/ registered by participants • Increased funding for library patrons • Growth after a library training (i.e. new hires, sales, etc.) Program Recognition <ul style="list-style-type: none"> • # of sustained new partnerships • % library system involved • # of return users to library services 	Increase in community knowledge of how to start and sustain a small business Increase in small businesses being sustained in the community Increase in key demographic groups' businesses in community Increased community understanding of library as a business resource and partner in business education Increased confidence among library staff to support entrepreneurs Library system-level buy-in, support, and growth for entrepreneurship resources & programs at the library



Next Steps

Through the logic model design process, libraries in the Evaluation Cohort have a good grasp on their respective **inputs**, **activities**, and **audiences**. For our next steps, we will design ways of assessing how well each is accomplishing its **outputs** and **outcomes**. To do this, we have started drafting an **evaluation plan** for each library system to guide data collection.

We are considering the full range of both virtual and (pandemic-permitting) in-person data collection activities, such as surveys, interviews, focus groups, observations, and reviewing existing “secondary” data that can provide insight into the entrepreneurial landscape. This secondary data may provide detailed information on owner and business characteristics such as net new jobs, registration of minority- or women-owned businesses, loans issued, employees per business, turnover (startups and exits), and small business employment share of industry. As evaluators, we aim to find a balance between creating unique data collection instruments for each library, and exploring some of the same themes across multiple locations by asking the same questions and comparing answers across sites.

The following questions will guide the next phase of this project – designing evaluation plans, developing instruments for data collection, and analyzing the information.

- What is the focus and reach of libraries’ current entrepreneurial efforts (including programs, services, and staff training)?
- What do we know about the role of the library as part of the entrepreneurial ecosystem?
- What strategies work for training library staff and increasing their ability to support entrepreneurs?
- How have libraries adapted to better support entrepreneurs in their communities during the COVID-19 era and what can we learn from these adaptations?

About the Project Team



Kauffman Foundation - The Ewing Marion Kauffman Foundation is a private foundation that works together with communities in education and entrepreneurship to create uncommon solutions and empower people to shape their futures and be successful. The Kauffman Foundation is based in Kansas City, Mo., and is the funder of the Libraries as Entrepreneurial Hubs project. For more information, visit www.kauffman.org.



Urban Libraries Council - The Urban Libraries Council is an innovation and impact tank of North America's leading public library systems. They drive cutting-edge research and strategic partnerships to elevate the power of libraries as essential, transformative institutions for the 21st-century.



Knology is a non-profit research institute dedicated to studying and untangling complex social issues through interdisciplinary social science and systems design. They partner with non-profits, businesses, and policymakers that can use social science research to make a difference on the ground. Knology is leading the evaluation of the Libraries as Entrepreneurial Hubs project. For more information, visit www.knology.org.



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