

## ADVOCACY IMPLEMENTATION PLAN

May 15, 2015

ALA and its members work with libraries, the broader library community and members of the public to advocate for the value of libraries and for public support for libraries of all types at the local, state, federal and international level.

This work includes a broad continuum of activities, including raising public awareness of the value of libraries, training and supporting library advocates, advancing legislation and policies that support information and library services in all types of libraries, and effectively responding to specific opportunities and threats.

Advocacy efforts support ALA's core values, provide a vision of innovation, focus on the impact of libraries and librarians, enable the future of libraries and promote libraries as centers of community engagement, lifelong discovery, and learning.

### GOALS

- There is deep public understanding of the value and impact of libraries of all types on the communities they serve, the broad range of services offered by libraries, and the indispensable role of the librarian and library staff in providing these services.
- Decision-makers and stakeholders see a nationwide network of library advocates, advocating for libraries of all types.
- The library is a hub of community engagement and continual learning: a place to form the critical thinking skills fundamental to learning in a technologically evolving world, to access information, and to create and share new knowledge.
- Libraries are funded with staff and resources to meet the needs of their communities.
- Across a diverse library community, there is a shared focus and common understanding of advocacy and a sustained commitment to work collaboratively to reach common advocacy goals.
- Advocacy is integrated into the daily work of librarians and library staff.
- Advocacy is part of educational preparation for librarians and library staff.
- All libraries and all states have an advocacy plan.
- ALA plays a key role in formulating legislation, policies, and standards that affect libraries and is recognized in the U.S. as the voice for libraries and librarianship.
- ALA works with a wide range of partners and stakeholders to achieve library advocacy goals.
- ALA equips the library community with resources and training, available in a wide variety of formats and venues.

## STRATEGIES

1. Develop a sustained national advocacy campaign to increase public awareness of the value, impact and services provided by librarians and libraries of all types.
2. Provide coordinated resources and training to keep library advocates informed and engaged.
3. Recruit, mobilize and inspire a growing network of library advocates at the local, state, national and international levels.
4. Gather, develop, and disseminate research documenting the value, outcomes and impacts of libraries of all types.
5. Explore funding, organizational and governance structures and their impact on libraries of all types in order to ensure the sustainability and future of libraries.
6. Identify advocacy best practices, using research and evidence to increase support and funding for libraries of all types.
7. Identify and work with partners and stakeholders to achieve advocacy goals for all types of libraries.

## OBJECTIVES AND TACTICS FOR EACH STRATEGY

The strategies for success are the approaches that will be taken to achieve the goals. Outcome measurement will be assessed at the strategy level. Under each strategy, objectives and tactics have been identified. The objectives are the measurable steps that will be taken to achieve the strategies. The tactics are the tools that will be used in pursuing an objective.

**Strategy 1:** Develop a sustained national advocacy campaign to increase public awareness of the value, impact, and services provided by librarians and libraries of all types.

**Outcome Measure:** Increased awareness of the value of libraries and librarians of all types on the part of the public and decision-makers measured through national surveys and as demonstrated by behavioral changes. Increased financial support for libraries.

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
OLA, PIO, Divisions	Build the campaign infrastructure and develop messaging	<ul style="list-style-type: none"> <li>• Establish steering group comprising key stakeholders</li> <li>• Review existing initiatives, tools and resources in coordination with ALA divisions, committees, round tables, and other groups with a focus on advocacy, including PLA, ACRL, AASL, ALSC, YALSA, United for Libraries and the Center for the Future of Libraries</li> <li>• Ensure coordination with past, current, and future presidential initiatives.</li> <li>• Seek external media and/or corporate partners/sponsors</li> </ul>

PIO	Develop a public awareness campaign	<ul style="list-style-type: none"> <li>Identify key audiences, goals, outcomes and messages</li> <li>Identify and prioritize methods for reaching the public and decision-makers, including PSAs, local campaigns, social media, editorials, etc.</li> <li>Create a strong campaign brand/image/logo and use on all materials</li> </ul>
PIO	Communicate campaign messages and strategies to members	<ul style="list-style-type: none"> <li>Develop in-person and online training</li> <li>Conduct training session</li> </ul>
OLA, CRO, AASL	Get support and buy in from chapters and affiliates to increase reach and campaign impact	<ul style="list-style-type: none"> <li>Launch campaign and measure outcomes</li> </ul>
PIO	Implement campaign and assess effectiveness	<ul style="list-style-type: none"> <li>Launch campaign and continually measure outcomes and make adjustments, as needed</li> </ul>
PIO	Relate campaign messaging to Community Engagement initiative and other existing assets	<ul style="list-style-type: none"> <li>Leverage existing resources and align ALA's current public awareness assets and initiatives, such as Libraries Transforming Communities, National Library Week, Library Card Sign-up Month, the Declaration for the Right to Libraries, and National Library Legislative Day into the campaign</li> </ul>

**Strategy 2:** Provide coordinated resources and training to keep library advocates informed and engaged.

**Outcome Measure:** Increased usage of advocacy resources and an increased number of collaborative projects and initiatives.

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
All	Work to create a common understanding of advocacy	<ul style="list-style-type: none"> <li>Communicate advocacy continuum framework and library ecosystem, and how libraries of all types, individual activities, member groups, and units are interrelated and need to advocate on each other's behalf</li> </ul>
OLA, in coordination with OGR, OITP all ALA	Ensure that ALA units work together strategically to achieve advocacy goals	<ul style="list-style-type: none"> <li>Examine internal structures to identify improved pathways for communication and collaboration</li> <li>Create and implement mechanisms to</li> </ul>

units		ensure all appropriate ALA units are informed and engaged
OLA, in coordination with all ALA units	Create and promote a clearinghouse of advocacy materials	<ul style="list-style-type: none"> <li>• Create a portfolio of advocacy programs and resources.</li> <li>• Market clearinghouse, highlight benefits of use</li> <li>• Identify a means for regularly updating and improving the resource based on evaluations and feedback</li> </ul>
OLA, in coordination with all ALA units	Ensure that existing resources are up-to-date, relevant, and easy for members to utilize	<ul style="list-style-type: none"> <li>• Inventory materials and reposition advocacy web pages for increased accessibility</li> <li>• PLA will make the revised Turning the Page virtual curriculum available and will market access. There is potential for use by academic and school libraries.</li> </ul>
OLA, in coordination with all ALA units	Ensure that new resources are created based on best practices	<ul style="list-style-type: none"> <li>• Strengthen communication channels for information sharing about initiatives and resources and to create long-term strategies</li> <li>• PLA Project Outcome will create portfolio of advocacy resources related to use of outcome measures</li> <li>• ACRL's Value of Academic Libraries initiative supports a blog with regular updates about notable research, projects and tools.</li> </ul>
OLA, in coordination with OGR, OITP all ALA	Increase impact through close coordination of advocacy work with information policy and professional and leadership development work	<ul style="list-style-type: none"> <li>• Incorporate up-to-date information policy information in advocacy resources</li> <li>• Coordinate the development of advocacy training materials with units providing professional development courses</li> </ul>

**Strategy 3:** Recruit, mobilize, and inspire a growing network of library advocates at the local, state, national, and international levels.

**Outcome Measure:** The number of librarians and members of the public involved in library advocacy will increase as tracked via social media, Engage advocacy software and other assessment tools

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
OLA, OGR CRO IRO UFL	Recruit librarians, library staff and others to become library advocates	<ul style="list-style-type: none"> <li>• Highlight benefits of library advocacy</li> <li>• Provide resources that make library advocacy easy</li> <li>• Encourage library advocates to “pledge” to devote an average of one hour per week to advocacy efforts</li> </ul>
OLA, OIF, in coordination with others	Provide assistance for libraries dealing with local and statewide threats	<ul style="list-style-type: none"> <li>• Coordinate outreach among ALA units to the state and local level</li> <li>• Offer individualized assistance responding to local circumstances, including resources, consulting, training and media relations</li> </ul>
All, in coordination with OLA	Provide advocacy training	<ul style="list-style-type: none"> <li>• Clarify roles for library staff and public</li> <li>• Offer training face-to-face and online</li> <li>• Engage state associations and other leaders to establish shared goals and partner in driving participation</li> <li>• Evaluate training to ensure effectiveness and facilitate continuous improvement</li> </ul>
OLA, OGR PIO	Create and leverage a network of national spokespeople	<ul style="list-style-type: none"> <li>• Seek, secure, and work with public figures including authors, techies and other celebrities to serve as library advocates</li> <li>• Provide spokespeople with key messages</li> <li>• Create opportunities for spokespeople to engage with the public about libraries</li> </ul>
OLA, OGR, PIO	Support advocates	<ul style="list-style-type: none"> <li>• Build technical assistance program for all participants in training; offer telephone, email and online counsel to help them be effective in their application of advocacy</li> <li>• Provide incentives and recognition to motivate advocates</li> </ul>
OLA, CRO	Work with partners to help recruit advocates	<ul style="list-style-type: none"> <li>• Identify partners and advocate recruitment/outreach opportunities</li> <li>• Leverage state library association conferences to recruit advocates</li> </ul>

**Strategy 4:** Gather, develop, and disseminate research documenting the value, outcomes, and impacts of libraries of all types.

**Outcome Measure:** More research will focus on advocacy issues and there will be increased use of research in advocacy efforts.

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
ORS	Build research infrastructure	<ul style="list-style-type: none"> <li>• Establish staff steering group</li> <li>• Develop procedures for gathering research</li> <li>• Establish research agenda</li> <li>• Disseminate agenda and encourage researchers to focus their work on key areas in the agenda</li> <li>• Put process in place for updating the research agenda every 3-5 years</li> <li>• Using the Legacy partnership, PLA will work to organize and coordinate existing research to educate members on value of data and how to use various products. This will include convenings of researchers.</li> </ul>
ORS	Gather statistical and anecdotal research (case studies, stories)	<ul style="list-style-type: none"> <li>• Quantitative and qualitative approaches</li> <li>• ACRL’s upcoming multi-institutional investigation to replicate a small number of research questions about library impact on student learning and success using the same research approach at a variety of academic institutions</li> <li>• Provide libraries of all types with the tools to assess local impact</li> </ul>
ORS	Update “Libraries Matter” database with research on impact of libraries	<ul style="list-style-type: none"> <li>• Evaluate database and makes necessary improvements</li> <li>• Promote awareness and use of database</li> </ul>
All ALA Units	Build on existing work by divisions and other groups.	<ul style="list-style-type: none"> <li>• Incorporate findings of ACRL’s Value of Academic Libraries and PLA’s Public Library Impact Measures.</li> <li>• Continue work on Causality: School Libraries and Student Success (CLASS)</li> <li>• Incorporate findings of Aspen Institute Report, “Rising to the Challenge”</li> </ul>
OLA, OGR, Divisions	Incorporate use of research on the value, outcomes and impacts of libraries in advocacy materials and efforts	<ul style="list-style-type: none"> <li>• Review advocacy materials and include research where necessary</li> <li>• Incorporate the use of research in all advocacy trainings</li> <li>• Assist advocates in the use of research in their advocacy efforts</li> <li>• PLA Project Outcome will provide PL’s with outcome-based data along with advocacy</li> </ul>

		tools to effectively use results; integrate outcome measurement into on-going library operations
ORS PIO	Leverage partner networks to help disseminate research	<ul style="list-style-type: none"> <li>• Get buy-in from partners and co-identify promotion opportunities</li> <li>• Create turn-key messages for partners to use when disseminating research</li> </ul>

**Strategy 5:** Explore funding, organizational, and governance structures and their impact on libraries of all types in order to ensure the sustainability and future of libraries.

**Outcome Measure:** Library advocates have increased data and information on the impact of funding and governance structures on library capacity.

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
ORS, PLA, OLA	Conduct an analysis of various library governance and organizational structures and their impact on library support and funding	<ul style="list-style-type: none"> <li>• Develop and implement research plan</li> <li>• PLA and OLA collaborate with COSLA and Aspen Institute on recommendations of Aspen “Challenges” Report, with a focus on governance structures</li> </ul>
ORS	Based on analysis, determine and develop strategies and models	<ul style="list-style-type: none"> <li>• Disseminate information about models and how to use them</li> </ul>
ORS, CRO, OLA	Provide resources and training to support libraries as they seek to implement new organizational and governance structures or adjust advocacy efforts based on changes in legislative trends	<ul style="list-style-type: none"> <li>• Publicize available resources and training opportunities</li> <li>• PLA collaborates with OITP on e-rate awareness and other federal policy initiatives, serves as resource for practitioners’ perspective, joins in statements of support and disseminates information via committee liaison, joint webinars, communications channels</li> </ul>

**Strategy 6:** Identify advocacy best practices, using research and evidence to increase support and funding for libraries of all types.

**Outcome Measure:** ALA’s new advocacy initiatives will be structured with an evidence-based advocacy strategy.

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
ORS	Assess current types and levels of advocacy efforts in libraries	<ul style="list-style-type: none"> <li>• Conduct an advocacy benchmark survey and disseminate results</li> </ul>
ORS	Identify successful advocacy	<ul style="list-style-type: none"> <li>• Research and data collection</li> </ul>

	strategies	
ORS, OLA, OGR, and others	Create or update existing resources for library advocates to begin implementing evidence-based advocacy into their approaches	<ul style="list-style-type: none"> <li>• Create or update training materials, communications tools for library advocates</li> </ul>

**Strategy 7:** Identify and work with partners and stakeholders to achieve advocacy goals for all types of libraries.

**Outcome Measure:** ALA will work with a broader range and larger number of partners and coalitions in successful advocacy efforts.

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
OLA, PIO, OGR, Divisions	Identify current and potential partners	<ul style="list-style-type: none"> <li>• Review list of organizations currently working with ALA</li> <li>• Identify additional partners and ways to strengthen mutual benefits</li> </ul>
All	On an issue-specific basis, work with partners to develop and implement campaigns to achieve advocacy goals	<ul style="list-style-type: none"> <li>• For each advocacy issue, identify common goals between partner organizations and/or Collective Impact goals</li> <li>• Collaboratively design advocacy campaigns</li> <li>• Implement advocacy campaigns in coordination with partners</li> </ul>
All	Evaluate effectiveness of advocacy partnerships	<ul style="list-style-type: none"> <li>• Measure buy-in from advocacy partners</li> <li>• Measure success rate</li> </ul>
AASL	Continue and grow outreach with school partners	<ul style="list-style-type: none"> <li>• Create an External Relations Task Force for school libraries</li> <li>• Identify three professional organizations where AASL can have impact</li> </ul>
All	Find ways to engage partners in existing advocacy opportunities	<ul style="list-style-type: none"> <li>• Connect with partners to identify opportunities</li> <li>• Evaluate existing advocacy opportunities to identify ways to be inclusive of partners</li> <li>• Acknowledge and celebrate partner involvement</li> </ul>
OLA, CRO, divisions	Optimize existing partner opportunities, such as those with state library associations	<ul style="list-style-type: none"> <li>• Build stronger ties with state library associations</li> <li>• Work with state associations to develop common advocacy messages that can be used across all state associations and at the ALA level</li> </ul>



# The Advocacy Continuum Overview



## Laying the Groundwork

Community Engagement  
Public Awareness  
Center for the Future of Libraries  
Research and Data on the Value of Libraries  
Impact Measures

## Turning Support into Action

Training  
Resources  
Peer-to-Peer Support Networks

## Advocating for Specific Goals

Federal Legislation  
State Funding  
Local Initiatives  
International Issues

## Responding to Opportunities and Threats

Online Action Networks  
Fighting Budget, Censorship and Legislative Challenges  
Individual Consulting