

ADVOCACY IMPLEMENTATION PLAN

April 9, 2015 (draft)

VISION

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: Broad Outcomes (What would success look like?)

- There is deep public understanding of the value and impact of libraries on the communities they serve, the broad range of services offered by libraries of all types, 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 adequately funded with staff and resources to meet the needs of their communities.
- Across a diverse profession, there is a shared focus and common understanding of advocacy and a commitment to work collaboratively to reach common advocacy goals.
- Advocacy is integrated into the daily work of librarians and others who work in libraries.
- Advocacy is part of educational preparation for librarians.
- 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 to achieve library advocacy goals.
- ALA equips the profession with resources and training, available in a wide variety of formats and venues.

STRATEGIES

1. Develop a powerful national public awareness campaign to highlight the value and impact and services provided by libraries and librarians of all types.
2. Leverage existing resources and develop additional resources to keep library advocates informed, prepared and engaged so that initiatives are strategic and coordinated.
3. Examine statutory, funding and governance structures impacting libraries in order to rethink advocacy strategies to optimize outcomes for libraries.
4. Identify and work with partners to achieve advocacy goals.
5. Recruit, mobilize and inspire a growing network of library advocates at the local, state, national and international levels.
6. Utilize research and evidence to identify advocacy best practices to increase support and funding for libraries.
7. Gather, develop, and disseminate research documenting the value, outcomes and impacts 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 powerful national public awareness campaign to highlight the value and impact and services provided by libraries and librarians 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.

Unit	Objectives (Measurable Steps)	Tactics (Tools Used)
OLA, PIO, Divisions	Build the campaign infrastructure and develop messaging	<ul style="list-style-type: none"> • Establish steering group comprising key stakeholders • 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 • Ensure coordination with past, current, and future presidential initiatives.

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

Strategy 2: Leverage existing resources and develop additional resources, as needed, to keep library advocates informed, prepared and engaged, so that initiatives are strategic and coordinated.

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"> Communicate advocacy continuum framework and library ecosystem, and how libraries of all types, individual activities, member groups, and units fit into it.
OLA, in coordination with all ALA units	Identify the means for ALA units to work together strategically to achieve advocacy goals	<ul style="list-style-type: none"> Examine internal structures to identify pathways for communication and collaboration Create and implement mechanisms to ensure all appropriate ALA units are informed and engaged
OLA, in coordination	Create and promote a clearinghouse of advocacy materials.	<ul style="list-style-type: none"> Create a portfolio of advocacy programs and resources. Market clearinghouse, highlight benefits of use

with all ALA units		<ul style="list-style-type: none"> Identify a means for regularly updating and improving the resource based on evaluations and feedback
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"> Inventory materials and repositioning of advocacy web pages for increased accessibility. PLA will have the revised Turning the Page virtual curriculum available and will market access. There is potential for use by academic and school libraries.
OLA, in coordination with all ALA units	Ensure that new resources are created with advocacy goals in mind to move the membership closer to the advocacy vision	<ul style="list-style-type: none"> Strengthen communication channels for information sharing about initiatives and resources and to create long-term strategies. PLA Project Outcome will create portfolio of advocacy resources related to use of outcome measures. ACRL's Value of Academic Libraries initiative supports a blog with regular updates about notable research, projects and tools.
All	Leverage partnerships in order to increase efficiencies and effectiveness for keeping advocates informed	<ul style="list-style-type: none"> Meet with partners to identify relevant partner assets and develop a strategy Regularly communicate with partners to ensure dissemination of information, resources, etc. through their networks

Strategy 3: Examine statutory, funding and governance structures impacting libraries in order to rethink advocacy strategies to optimize outcomes for 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"> Develop and implement research plan PLA and OLA collaborate with COSLA and Aspen Institute on recommendations of Aspen "Challenges" Report, with a focus on governance structures.
ORS	Based on analysis, determine and develop strategies and models.	<ul style="list-style-type: none"> Disseminate information about models and how to use them
ORS, CRO, OLA	Provide resources and training to support libraries as they seek to implement new organizational and governance structures	<ul style="list-style-type: none"> Publicize available resources and training opportunities.

	or adjust advocacy efforts based on changes in legislative trends.	<ul style="list-style-type: none"> • 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
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Strategy 4: Identify and work with partners 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"> • Review list of organizations currently working with ALA • Identify additional partners
All	On an issue-specific basis, work with partners to develop and implement campaigns to achieve advocacy goals	<ul style="list-style-type: none"> • For each advocacy issue, identify common goals between partner organizations and/or Collective Impact goals • Collaboratively design advocacy campaigns • Implement advocacy campaigns in coordination with partners
All	Evaluate effectiveness of advocacy partnerships	<ul style="list-style-type: none"> • Measure buy-in from advocacy partners • Measure success rate
AASL	Continue and grow outreach with school partners.	<ul style="list-style-type: none"> • Create an External Relations Task Force for school libraries • Identify three professional organizations where AASL can have impact
All	Find ways to engage partners in existing advocacy opportunities	<ul style="list-style-type: none"> • Connect with partners to identify opportunities • Evaluate existing advocacy opportunities to identify ways to be inclusive of partners • Acknowledge and celebrate partner involvement
OLA, CRO, divisions	Optimize existing partner opportunities, such as those with state library associations	<ul style="list-style-type: none"> • Build stronger ties with state library associations • Work with state associations to develop common advocacy messages that can be used across all state associations and at the ALA level

Strategy 5: 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 and members of the public to become library advocates	<ul style="list-style-type: none"> • Highlights benefits of library advocacy • Provide resources that make library advocacy easy. • Encourage library advocates to “pledge” to devote an hour per week to advocacy efforts.
OLA, OIF, in coordination with others	Provide assistance for libraries dealing with local and statewide threats.	<ul style="list-style-type: none"> • Coordinate outreach among ALA units to the state and local level. • Offer individualized assistance responding to local circumstances, including resources, consulting, training and media relations
All in coordination with OLA	Provide advocacy training.	<ul style="list-style-type: none"> • Clarify roles for library staff and public • Offer training face-to-face and online • Engage state associations and other leaders to establish shared goals and partner in driving participation • Evaluate training to ensure effectiveness and facilitate continuous improvement
OLA, OGR PIO	Create and leverage a network of national spokespeople.	<ul style="list-style-type: none"> • Seek, secure and work with public figures including authors, techies and other celebrities to serve as library advocates. • Provide spokespeople with key messages • Create opportunities for spokespeople to engage with the public about libraries
OLA, OGR, PIO	Support advocates	<ul style="list-style-type: none"> • 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 • Provide incentives and recognition to motivate advocates
OLA, CRO	Work with partners to help recruit advocates	<ul style="list-style-type: none"> • Identify partners and advocate recruitment/outreach opportunities • Leverage state library association conferences to recruit advocates

Strategy 6: Utilize research and evidence to identify advocacy best practices to increase support and funding for libraries.

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"> • Conduct an advocacy benchmark survey and disseminate results
ORS	Identify successful advocacy strategies.	<ul style="list-style-type: none"> • Research and data collection
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"> • Create or update training materials, communications tools for library advocates.

Strategy 7: Gather, develop, and disseminate research documenting the value, outcomes and impacts of libraries

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"> • Establish staff steering group • Develop procedures for gathering research • Establish research agenda • Disseminate agenda and encourage researchers to focus their work on key areas in the agenda • Put process in place for updating the research agenda every 3-5 years • 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.

ORS	Gather statistical and anecdotal research (case studies, stories)	<ul style="list-style-type: none"> • Quantitative and qualitative approaches • 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.
ORS	Update “Libraries Matter” database on research on impact of libraries	<ul style="list-style-type: none"> • Evaluate database and makes necessary improvements • Promote awareness and use of database
All ALA Units	Build on existing work by divisions and other groups.	<ul style="list-style-type: none"> • Incorporate findings of ACRL’s Value of Academic Libraries and PLA’s Public Library Impact Measures. • Continue work on Causality: School Libraries and Student Success (CLASS) • Incorporate findings of Aspen Institute Report, “Rising to the Challenge”
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"> • Review advocacy materials and include research where necessary • Incorporate the use of research in all advocacy trainings • Assist advocates in the use of research in their advocacy efforts • PLA Project Outcome will provide PL’s with outcome-based data along with advocacy 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"> • Get buy-in from partners and co-identify promotion opportunities • Create turn-key messages for partners to use when disseminating research