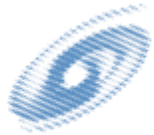


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SCHOOL OF INFORMATION  
UNIVERSITY OF MICHIGAN

# **SI 626 – Management of Libraries and Information Services**

## **Class Thirteen: Winning Resources**



# Overview

- Guest speaker.
- Resources and organizational politics.
- Political advocacy.
- Fee-for-service and cost recovery.
- External fundraising.
- Conclusion.
- Feedback on course.



# Learning Objectives

- To develop an understanding of techniques for winning the resources needed to effectively offer information services.
- To promote critical thinking and reflexivity about strategies for winning resources for libraries and information services.



# Organizational Politics

- Power
  - The ability to get things done in an organization.
  - The ability to gain cooperation.

*(Roberts & Rowley, 2008; Schuman, 1984)*

- Politics – how power is used.



# Organizational Politics

- Bases of power:
  - Ties, dependency and control of resources.
  - Position power.
    - Reward power.
    - Coercive power.
    - Legitimate power.
  - Personal power.
    - Expert power.
    - Referent power.

*(Mechanic, 1962; Pfeffer, 1992; Roberts & Rowley, 2008)*



# Organizational Politics

- Leaders need to use political skills – for both the library/information service and the user community more broadly.

*(Evans & Ward, 2007; Heery, 1998; Roberts & Rowley, 2008)*



# Organizational Politics

- Political skills - observation:
  - “Reading the system” – monitoring who and what is thriving in the environment.
    - Symbolically.
    - Listening, reading meeting minutes, etc.
    - Resource allocation.
  - Learning the organizational culture – “the way we do things here”.
  - Recognizing hidden agendas.

*(Evans & Ward, 2007; Heery, 1998; Roberts & Rowley, 2008)*





# Organizational Politics

- Key political skills and behaviors:
  - An “active, entrepreneurial approach”.
  - Networking and relationship building – within organization, with users, ex-users and non-users.
  - Trustworthy, ethical conduct, congruence.
  - Competent stewardship of resources.
  - Ability to hold one’s own with rivals.
  - Ensuring access to key decision makers.

*(Evans & Ward, 2007; Heery, 1998; Roberts & Rowley, 2008)*



# Organizational Politics

- Key political skills and behaviors:
  - Constantly arguing for existence, value.
  - Understanding trade-offs.
  - Supporting one's own staff.
  - Contributing to broader organizational issues.
  - “Playing one's part” in times of cutbacks and restraint.

*(Evans & Ward, 2007; Heery, 1998; Roberts & Rowley, 2008)*



# Organizational Politics

- Building a case for support:
  - Convince decision makers that they really want to support initiative.
  - Provide good, defensible information.
  - Craft compelling proposals.
  - Link to organizational priorities.
  - Demonstrate Return on Investment (ROI).

*(Evans & Ward, 2007; Heery, 1998; Jacobs & Strouse, 2002; Marcum, 2007; Roberts & Rowley, 2008)*



# Organizational Politics

- Building a case for support:
  - Prepare champions and supporters.
  - Anticipate and deflect resistance.
  - Positioning of library/information service budget.

*(Evans & Ward, 2007; Heery, 1998; Marcum, 2007; Roberts & Rowley, 2008)*



# Organizational Politics

- Influence tactics:
  - Rational persuasion.
  - Inspirational appeals.
  - Consultation.
  - Personal appeals.
  - Upward appeal or legitimating.

*(Evans & Ward, 2007; Roberts & Rowley, 2008)*



# Organizational Politics

- Influence tactics:
  - Ingratiation.
  - Exchange.
  - Pressure.
  - Blocking.
  - Coalition.

*(Evans & Ward, 2007; Roberts & Rowley, 2008)*



# Organizational Politics

- Exercise:
  - Write about a time when you saw someone effectively influence others.
    - What was the context?
    - What was his/her base of power?
    - What tactics did s/he use?
    - What was the end result?



# Advocacy

- “...a planned, deliberate, sustained effort to raise awareness of an issue.”
- Advocacy involves saying to decision makers, “your agenda will be greatly assisted by what we have to offer.”

*(CAPL, 2001, p.3)*





# Advocacy

- May involve lobbying elected decision makers:
  - “...interacting with decision makers to achieve specific objectives at an appropriate point in the legislative, policy-making, or budget process”.

*(CAPL, 2001, p.3)*

- Influencing someone to take a position.



# Advocacy

- Advocacy strategies:
  - Telling a library story; giving testimonials.
  - Should be planned:
    - Goals and objectives.
    - Key target audiences.
    - Strategies to reach audience (Who? What? Where? When How?)
    - Communication tools.
    - Evaluation.

*(CAPL, 2001)*



# Advocacy

- Factors influencing government decisions:
  - Public opinion – tie your issue to a hot topic.
  - Fiscal pressures.
  - Interest groups.
  - Media coverage.
  - Timing: budgets, cabinet shuffles, elections.
  - Opposition parties.
  - Government staff.



# Advocacy

- Case Study:
  - Maryland Public Library system has a history of strong, county-focused public libraries.
  - By law, each library receives per capita support from the state; matched by counties.
  - Public libraries are promoted by Maryland Public Library Administrators (MAPLA) and Maryland Library Association (MLA).
  - The state is facing a budget deficit and you fear library funding may be reduced. What would you do?



# Advocacy

- Case Study:
  - Obtained grant in 2003 from State Library to conduct a poll of state residents re:
    - Perceived value of public libraries.
    - ROI of government investment.
  - Hired a third-party polling company.
  - Comparison of public library to other public services.

*(Baykan, 2006)*



# Advocacy

- Case Study – Maryland:
  - Obtained grant in 2003 from State Library to conduct a poll of state residents re perceived value of public libraries.
  - Hired a third-party polling company.
  - Results exceeded expectations:
    - Public libraries had highest grade of all public services (3.3/4, 42% gave an A)
    - Most desired community asset after parks.
    - 76% felt libraries were an essential service.
    - 98% felt libraries help people learn new things.

*(Baykan, 2006)*



# Advocacy

- Case Study – Maryland:
  - Each county given own data to use with county elected officials.
  - Each library system urged to invite state legislators over for a visit at beginning of general assembly to share how much people used and valued libraries.
  - MLA worked with a supporter in House, who agreed to sponsor a funding bill.
  - MLA rep worked with legislator's chief aide to develop figures.

*(Baykan, 2006)*

# Advocacy

- Case Study – Maryland:

- Proposal: increase by \$1 per capita for 4 years; by an additional \$1 per capita for regional libraries.
- Senator agreed to sponsor a bill as well; introduced simultaneously and sent to Committees.
- Letter campaigns from Friends groups and trustees, targeting Committees and then entire legislature.
- MLA - daily monitoring and “calls to action”.

*(Baykan, 2006)*





# Advocacy

- Case Study – Maryland:
  - Maryland Library Day acclaimed by MLA during this time, supporters flooded into capital.
  - Acclaimed in Senate with a filled balcony of cheering supporters.
  - Ongoing letters, e-mails, etc. as bill crossed houses.
  - Unanimous support in both House and Senate for both bills.
  - Signed into law in May 2005.

*(Baykan, 2006)*



# Fee-for-service

- Self- supporting services - cost recovery or profit generation.
- Targeted to specific audiences
  - e.g., business services at University of Michigan.
- In corporate environments, diminish identity as a “cost center”.



# Fee-for-service

- Approaches to cost recovery in special libraries:
  - Up-front allocation from business units, such as:
    - Annual retainer fees, pro-rated cost sharing; project-specific charges; fixed fees.
  - Charge for usage.
    - Hourly, Automatic billing with use, vendor direct billing; billing based on usage-sensitive rates.

*(Jacobs & Strouse, 2002)*



# Fundraising

- Sources:
  - Private sector.
  - Government.
  - Foundations.
  - Religious institutions and service clubs.
  - Associations.
    - Friends of Libraries groups.
    - Parents' Associations.
  - Individuals.
    - Alumni.



# Fundraising

- Solicitation methods:
  - Grant writing.
    - Government, foundations, etc.
  - Individual donations:
    - Direct mail, online giving, telephone solicitation.
    - Endowments, capital campaigns, planned giving.
  - Sponsorships.
  - Special events, book sales,
  - Productive enterprise.
  - Gaming.



# Fundraising

- Donor cultivation cycle:
  - Identification.
  - Cultivation.
  - Solicitation.
  - Stewardship.

*(Huang, 2006)*



# Fundraising

- Ideas for university library fundraising:
  - Special collections.
  - Annual campaign option for support; “second ask” campaigns.
  - Endowed chairs.
  - Faculty research and development support.
  - Inclusion in research grants.
  - Scholarships.
  - Facilities and technologies.

*(Dewey, 2006)*



# Conclusion

- Resources and organizational politics.
- Political advocacy.
- Fee-for-service and cost recovery.
- External fundraising.