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SI 626 - Management of Libraries and Information Services, Winter 2009

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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).

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.
  – Opposition parties.
  – Government staff.
• **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.