



One Voice

A **C**ONTINUUM FOR STRONGER
LIBRARY ECOSYSTEMS

ALA American Library Association

Introduction to the Library Ecosystem Continuum

Statement of Purpose

This continuum and corresponding toolkit were created to assist state associations in strengthening the library ecosystem within localities and states. At its most effective, the strong library ecosystem supports a diverse library community in speaking with a unified voice about issues that are important to all members of the ecosystem in order to most constructively advance the collective goals of the group. This may be accomplished by encouraging organizational leadership to effectively advocate in crisis situations, as well as proactively work to build a climate of support so that all libraries are best positioned to serve their communities.

Definition

A library ecosystem is the interconnected network of all types of libraries, library workers, volunteers, trustees, friends, foundations, and associations that provide and facilitate library services—for communities; K–20 learners; college and university communities; local, state and federal legislatures and government offices; businesses; nonprofits; and other organizations with specific information needs.

A patron of one library is the potential patron of any other library at a different time of life or in a different location. No library exists independent of the library ecosystem and, when we stand together in mutual support using common messaging themes that demonstrate this interconnectedness, every library is stronger.

Audiences

This ecosystem effort is intended to build internal relationships among all types of libraries and all their leadership/professional organizations for the purpose of strengthening advocacy to a broad range of audiences including: federal—Congress, regulators; state—legislature, boards, commissions; local—county commission, city council, governing boards, institutional leadership, chambers of commerce, other associations; and individual—voters, stakeholders.



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These four strands are intertwined and, individually, can direct work towards an increasingly effective ecosystem.



Leadership for building a state-wide library ecosystem is dependent upon an awareness of and active collaboration with various and diverse library partners. Leadership must facilitate connections across library types as the multiplicity of library types is the ecosystem. Leadership refers to the expertise of representatives from participating groups, intentionality around building an inclusive model for participation, and the skills participants offer in communication and collaboration towards a sustainable ecosystem effort. *page 4*



Communication requires clear, intentional sharing both internally and across participating organizations. It builds a unified voice and advances a shared advocacy and legislative agenda that reflects the goals of diverse stakeholders. *page 6*



Collaboration towards a unified advocacy and legislative agenda and consistent messaging requires careful and consistent coordination among all participants that reflects the overlapping needs of all the contributing organizations. *page 9*



Sustainability of the ecosystem requires equitable access to participation as well as ongoing attention to simple and essential aspects of teamwork. *page 12*

Glossary

For the purposes of this document, the following definitions apply:

- **Ecosystem team**—the committee (e.g., advocacy), task group, etc., collaborating across library organizations towards a mutual support network
- **Participating organization**—any statewide library organization or a larger entity than “the library”
- **Decision makers**—individuals with authority to approve funding and budgets
- **Policy makers**—individuals with authority to enact or change legislation or associated rules and regulation.

There is often, but not always, overlap between the role of decision maker and policy maker.

Rubric column titles:

- **Beginning** refers to one or two people initiating work towards state-wide library ecosystem
- **Evolving** refers to a group establishing practices across organizations towards a state-wide ecosystem
- **Highly Effective** reflects a system and structures in place for a thriving and sustainable state-wide ecosystem



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Beginning	Evolving	Highly Effective	Resources & Examples
Ecosystem Perspective			
Participating organization leaders: <ul style="list-style-type: none"> ▪ understand the goals/priorities/ importance of a state ecosystem. ▪ begin to engage with related organizations to build an ecosystem. ▪ build support for the ecosystem effort within their respective organizations. 	Participating organization leaders: <ul style="list-style-type: none"> ▪ actively work to understand the perspectives of other organization leaders' roles within the ecosystem. ▪ bring broader understanding back to individual organizations to build stronger support for participation. 	Organization leaders: <ul style="list-style-type: none"> ▪ understand the infrastructures within the state. ▪ know with whom to coordinate both within and beyond the library associations to influence better outcomes. ▪ bring understanding and knowledge to the leadership of individual organizations. 	Unpacking ESSA for the Library Ecosystem: americanlibrariesmagazine.org/blogs/the-scoop/unpacking-essa-library-ecosystem Our Library Ecosystem Is Under Threat: huffpost.com/entry/our-library-ecosystem-is-_b_5159932 Public Libraries in Massachusetts: An Evolving Ecosystem: mbc.state.ma.us/ecosystem
Change Agent			
<ul style="list-style-type: none"> ▪ Leader-representatives from participating organizations demonstrate responsibility for developing an ecosystem that honors all voices. ▪ Ecosystem leaders convey to participating organizations the benefits of a state ecosystem. 	<ul style="list-style-type: none"> ▪ Leaders take personal responsibility to represent their individual organizations, to honor all voices within the community, and to implement a state ecosystem. ▪ Ecosystem leaders develop regular methods of demonstrating to their organizations the value of the ecosystem. 	<ul style="list-style-type: none"> ▪ Leaders take collective responsibility for maintaining a state ecosystem that reflects all stakeholders within the community. ▪ Ecosystem leaders demonstrate to their organizations the value of the ecosystem through visible, consistent contact with participating organizations. 	Qualities of Effective Change Agents: michiganstateuniversityonline.com/resources/leadership/qualities-of-effective-change-agents Be a Change Agent for Your School: gale.com/school-library-advocacy

Beginning	Evolving	Highly Effective	Resources & Examples
Core Values			
<ul style="list-style-type: none"> Leaders understand that ALA's Core Values of Librarianship apply to all libraries. 	<ul style="list-style-type: none"> Leaders consistently seek to build stronger understanding among Ecosystem participants of ALA's Core Values of Librarianship as they apply across library types. 	<ul style="list-style-type: none"> Leaders apply deep understanding of ALA's Core Values of Librarianship in the collaborative development of Ecosystem agenda priorities. 	<p>ALA's Core Values of Librarianship: ala.org/advocacy/advocacy/intfreedom/corevalues</p> <p>Freedom to Read statement: ala.org/advocacy/intfreedom/freedomreadstatement</p> <p>Library Bill of Rights: ala.org/advocacy/intfreedom/librarybill</p> <p>Libraries: An American Value: ala.org/advocacy/intfreedom/americanvalue</p> <p>Public, School and Academic Libraries Fact Sheet: bit.ly/EcosystemLibraryFactSheet</p>
Relationships			
<ul style="list-style-type: none"> Leaders informally support opportunities to communicate/plan/work towards a state ecosystem. Leaders develop relationships to support collaborative work. 	<ul style="list-style-type: none"> Leaders consistently support opportunities to communicate/plan/work together across organizations (advocacy committees, etc.). Ecosystem leaders share collaborative discussions with organization leadership to maintain strong relationships. 	<ul style="list-style-type: none"> Leaders provide specific and frequent opportunities to engage across state organizations. Leaders encourage others to engage in cross-organizational efforts. Organizations maintain collaborative calendar that is shared with all stakeholders to maximize involvement. 	<p>Community Toolbox/ Collaborative Leadership: ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/collaborative-leadership/main</p> <p>On Libraries—Making Connections: hildakweisburg.com/2017/01/23/on-libraries-making-connections</p>



Communication requires clear, intentional sharing both internally and across participating organizations. It builds a unified voice and advances a shared advocacy and legislative agenda that reflects the goals of diverse stakeholders.

Beginning	Evolving	Highly Effective	Resources & Examples
Building Communication			
<ul style="list-style-type: none"> Initial representatives know that one another exist and begin to reach out to representatives of other library organizations. Initial representatives work to expand representation among other library related organizations. Initial representatives explain to the leadership of their participating organizations the idea of this incipient ecosystem effort. 	<ul style="list-style-type: none"> Representatives of participating organizations have contact information for one another and communicate periodically. Representatives keep leadership of participating organizations aware of growing communication/ collaboration within the ecosystem effort and request support and input. 	<ul style="list-style-type: none"> Representatives of participating organizations communicate on a regular basis. Representatives share with their respective organizations new knowledge and understandings that better support collaborative and inclusive advocacy. 	<p>Washington State Library Council: sos.wa.gov/library/libraries/dev/council/members.aspx</p> <p>NYLINE: New York’s Libraries Information Network > Division of Library Development > New York State Library: nysl.nysed.gov/libdev/nyline.htm</p>
Communication Methods			
<ul style="list-style-type: none"> Initial representatives begin to develop a communications system to ensure that all interested participants are consistently included in planning and discussions. Representatives depend on participating organizations’ websites for access to current issues, goals, needs of potentially participating organizations. Representatives utilize membership communication channels available within participating organizations to spread the word about ecosystem efforts. 	<ul style="list-style-type: none"> Representatives develop regular meetings, whether in person or virtual, to move ecosystem agenda items forward. Representatives report regularly (at least annually) to the Boards of the participating organizations. Representatives encourage reciprocal methods—such as sharing meeting minutes or talking points—to share regularly with leadership of participating organizations. 	<ul style="list-style-type: none"> Representatives participate in frequent open, collaborative meetings (virtual or in person) and information sharing. Representatives engage regularly with their individual organization’s leadership for updated insights throughout the year, to ensure alignment of work. Representatives utilize consistent reciprocal methods—such as sharing meeting minutes or talking points—to communicate regularly with organization leadership, and to inform the full membership. 	<p>ILF Guest Leader Column: ilfonline.org/page/guestcolumn</p> <p>Joint Conference of Library Associations in Ohio: olc.org/blog/event/joint-conference-of-library-associations-in-ohio</p>

Beginning	Evolving	Highly Effective	Resources & Examples
Awareness of Contacts			
<ul style="list-style-type: none"> ▪ Initial representatives, working with respective organizations’ committees and leadership, develop awareness of key policy-makers and decision-makers across organizations. ▪ Initial representatives coordinate and explain how libraries are an ecosystem, even before there is an established ecosystem agenda. ▪ Initial representatives will also share these names with the leadership of their individual organizations. 	<ul style="list-style-type: none"> ▪ Representatives support participating organization leadership in strengthening and maintaining relationships that are key to the implementation of the ecosystem effort and the shared advocacy agenda. ▪ Representatives, working with respective organizations’ committees and leaders, expand and maintain a growing list of policy- and decision-makers who support library issues; the list will be updated at least annually. ▪ Representatives and organization leadership develop methods to build and expand ongoing relationships with policy- and decision-makers across the library ecosystem, and to demonstrate the impact of libraries on all communities. 	<ul style="list-style-type: none"> ▪ Representatives, working with committees and leadership, maintain relationships with library leaders and external influencers who help communicate the value of libraries to the public and to decision and policy-makers. ▪ Representatives and organization leadership collaborate to maintain and refine methods to ensure consistent and strategic contact with decision- and policy-makers. 	<p>Contacts to consider include:</p> <ul style="list-style-type: none"> ▪ library organization leadership ▪ state library leadership ▪ leadership of friends/trustees/foundation organizations ▪ advocacy experts ▪ advocacy bloggers, social media influencers ▪ unions of library workers or teachers ▪ majority and minority leadership of the state legislature ▪ chairs of budget, education, and other key committees ▪ legislators and their staff on budget, education and other key committees ▪ town councilors ▪ county commissioners ▪ school and college administrators ▪ community and business leaders
Cooperative Crisis Support			
<ul style="list-style-type: none"> ▪ Representatives keep partners aware of any crises in their individual organizations to facilitate a coordinated response from the ecosystem team. ▪ Representatives share with their participating organization leadership any crisis impacting other participating organizations. 	<ul style="list-style-type: none"> ▪ The ecosystem team engages around any crises affecting participating organizations, developing a response plan that might include use of shared tools. ▪ Representatives work with their participating organization leadership to support and further enhance any calls to action within their own communities. 	<ul style="list-style-type: none"> ▪ The ecosystem team works with leadership to organize and coordinate the most useful response in support of crisis solutions for participating library organizations. ▪ The ecosystem team solicits from participating organizations agreed support, which may include coordinated action on behalf of each other. 	<p>#LibrariesStrong: State ecosystems mobilize to defeat censorship legislation: bit.ly/311jz1H</p> <p>NYLA—Contact Your Elected Officials: nyla.org/contact-your-elected-officials</p>

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One Voice			
<ul style="list-style-type: none"> ▪ Initial representatives work to develop an equitable and inclusive library ecosystem plan that supports and reflects all potentially participating organizations and the diversity of their memberships. ▪ Initial representatives institute use of consistent, jargon-free vocabulary that will be clear to external audiences. ▪ Representatives consult with appropriate committees and leadership of participating organizations about issues identified for collaborative action and talking points that can be used widely to support ecosystem efforts. ▪ Representatives spread awareness of a shared vocabulary so that all stakeholders can understand the ecosystem agenda when it is published. 	<ul style="list-style-type: none"> ▪ Representatives communicate regularly with their respective organizations to ensure everyone remains aware of issues and needs across all participating organizations and their diverse memberships. ▪ The ecosystem team develops messaging using consistent vocabulary to all participating individual organizations as agendas are honed. ▪ The ecosystem team looks for intersections of goals and issues where the participating organizations can work together. ▪ The ecosystem team uses consistent vocabulary (no jargon) with all participating organizations to disseminate the agenda once decided. ▪ Representatives explain that using single voice/message will strengthen the effort, and potential impact. ▪ Representatives also share with their individual organizations the intersections of goals and priorities to strengthen the ecosystem’s collective position. 	<ul style="list-style-type: none"> ▪ The ecosystem team and respective organizations speak with one voice advancing a shared agenda. ▪ The shared agenda reflects the needs and goals of all participating organizations and their diverse memberships. ▪ The ecosystem team demonstrates to participating organizations how speaking with one voice will strengthen the impact of the ecosystem effort. ▪ Working with leadership, representatives develop shared communications and other documentation for use by all participating organizations. 	<p>ALA Libraries Transform: librariestransform.org</p> <p>New Jersey’s Unlock Student Potential: unlockstudentpotential.org</p> <p>Howard County Partners in Education: hclibrary.org/new-a-main/a-partners-in-education</p> <p>Library-Related Acronyms and Initialisms: ala.org/tools/topics/acronyms</p>



Collaboration towards a unified advocacy and legislative agenda and consistent messaging requires careful and consistent coordination among all participants that reflects the overlapping needs of all the contributing organizations.

Beginning	Evolving	Highly Effective	Resources & Examples
Sharing between Organizations			
<ul style="list-style-type: none"> As individuals in various library organizations recognize the need to collaborate beyond their organization, they begin to connect across library types and discuss their priorities. Representatives share back to leadership of participating organizations new understandings of ecosystem interrelationships and priorities. 	<ul style="list-style-type: none"> Representatives from different library types convene ongoing discussions to shared priorities and build awareness of commonalities across the ecosystem. Representatives collaborate to propose share messaging to take back to their individual organizations. Ecosystem representatives develop systems to regularly share with leadership of participating organizations new understandings of ecosystem interrelationships and priorities. 	<ul style="list-style-type: none"> Representatives of participating organizations extend understanding of shared priorities and develop ecosystem agendas that interweave the priorities of all for a solid platform that reflects the needs and goals across the ecosystem. Ecosystem representatives maintain systems to regularly share back to leadership of participating organizations new collaborative understandings of ecosystem interrelationships and priorities. Library organizations support a climate of direct and regular collaboration. 	Community Toolbox/ Collaborative Leadership: ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/collaborative-leadership/main
Collaborative Agenda and Priorities			
<ul style="list-style-type: none"> Initial representatives review priorities from each participating organization to compile the annual ecosystem agenda. Representatives share with leadership of participating organizations an overview list of advocacy priorities, to build awareness of the whole ecosystem and illustrate the breadth and inclusivity of ecosystem discussions. 	<ul style="list-style-type: none"> Representatives hone from lists of priorities brought from participating organizations an agenda that forwards the agreed mutual goals of the ecosystem. Representatives share with leadership of participating organizations details of the full list under discussion. Representatives share the developing ecosystem agenda that focuses on the mutually agreed priorities of most benefit to participating organizations. 	<ul style="list-style-type: none"> Representatives jointly build the annual agenda to best move forward the agreed mutual priorities of all. Representatives are transparent with process and encourage ongoing communication and input. Final prioritized agenda is shared with all participating organization leadership and membership. 	TXLA Advocacy: txla.org/advocacy SCLA Advocacy Agenda: scla.org/advocacy-committee

Beginning	Evolving	Highly Effective	Resources & Examples
ALA Connections			
<ul style="list-style-type: none"> ▪ Volunteers and representatives request information to support a new ecosystem effort from state associations and ALA. ▪ Representatives share useful connections and resources with their respective organizations. 	<ul style="list-style-type: none"> ▪ Representatives reach out to state associations, ALA and ecosystem leaders in other states for ideas and suggestions. ▪ Representatives share useful connections and resources with participating organizations. 	<ul style="list-style-type: none"> ▪ Representatives maintain contact with ecosystem leaders through the state associations and ALA. ▪ Representatives and organization leadership establish opportunities to share information and resources from around the country. 	<p>ALA's Chapter Relations Office: ala.org/aboutala/offices/cro</p> <p>Chapter Advocacy Exchange–Get it Together: Building Blocks of Thriving State Ecosystems: youtu.be/ltsQcxfR2ig</p> <p>Joint Committee on School/Public Library Cooperation ala.org/aasl/about/coms/coop</p> <p>Public Library & School Library Collaboration Toolkit: ala.org/alsc/sites/ala.org.alsc/files/content/professional-tools/plslc-toolkit-p.PDF</p>
Advocacy & Legislative			
<ul style="list-style-type: none"> ▪ Initial representatives from participating organizations share advocacy and legislative agenda ideas, needs and priorities with the group to begin to build a collaborative agenda. ▪ Representatives share preliminary and developing advocacy and legislative agendas with leadership of participating organizations. ▪ All participating organizations begin to share these collaborative efforts to the public and with policy-makers to develop broader support for the library ecosystem as well as for specific agenda priorities. 	<ul style="list-style-type: none"> ▪ Representatives support collaborative goals by sharing new advocacy and legislative issues and priorities as they develop, working together to incorporate those new goals into any existing or developing advocacy agenda. ▪ Representatives encourage their organization's leadership to follow discussions and contribute suggestions towards robust shared advocacy and legislative agendas. ▪ In coordination with the participating organization leadership and appropriate committees, the ecosystem team helps share information about the library ecosystem and agenda with the public and policy-makers. 	<ul style="list-style-type: none"> ▪ Representatives collaborate to build and maintain a current advocacy and legislative agenda that reflects shared priorities and a unified voice. ▪ Representatives check-in with leadership and membership of their participating organizations for feedback, support, and continuous development of robust shared advocacy and legislative agendas. ▪ The ecosystem team supports and/or assists with development of public-facing resources to explain the shared agenda in ways the public can easily support. 	<p>From Amateur to Zealot: Becoming an Effective Library Advocate: static.sched.com/hosted_files/2019mlaannualconference/a1/AmateurToZealot_MLA2019.pptx</p> <p>A resolution recognizing the month of October 2019, as Michigan Library Appreciation Month in the state of Michigan: mibraries.org/assets/docs/Michigan%20Library%20Month%20Resolution%202019.pdf</p> <p>Wyoming Library Snapshot Day: wyomingsnapshot.weebly.com/photos-2019.html</p>

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Events and Resources			
<ul style="list-style-type: none"> ▪ Members of participating organizations attend and participate in (e.g., presenter, panelist, etc.) other organizations' events, such as conferences. ▪ Representatives team to share awareness of resources available to participating organizations to support a collaborative agenda. ▪ Representatives work to reflect back to participating organization leadership the need to provide overlapping events and resources. 	<ul style="list-style-type: none"> ▪ Participating organizations consider representation in planning and production of and attendance at each others' events. ▪ Representatives discuss sharing costs associated with collaborative resources, like a lobbyist. ▪ Representatives encourage participating organizations to develop opportunities for collaborative participation at joint events and with ecosystem-wide resources. 	<ul style="list-style-type: none"> ▪ Participating organizations are represented in planning and production of each others' events or co-host events. ▪ Representatives identify together the best resources to accomplish shared priorities. ▪ Representatives contribute to the planning of joint events of participating organizations and in the development of resources useful to all participating organizations. 	<p>Joint Conference of Library Associations in Ohio: olc.org/blog/event/joint-conference-of-library-associations-in-ohio</p> <p>HLA/HASL Joint Conference: 2020hlahasl.weeblysite.com</p> <p>Carterette Series Webinars: gla.georgialibraries.org/carterette-series-webinars</p> <p>NHLA uses Engage to collect library stories: cqcengage.com/alanh/home</p>



Sustainability of the ecosystem requires equitable access to participation as well as ongoing attention to simple and essential aspects of teamwork.

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Organizational Representation Guidelines			
<ul style="list-style-type: none"> Initial representatives reach out to partners with a goal of full engagement by all potentially participating organizations. Representatives emphasize benefits of consistent membership to participating organization leadership and memberships. 	<ul style="list-style-type: none"> The ecosystem team establishes practices that support ongoing engagement of all participating organizations. Practices are shared with the leadership of all participating organizations for approval. Representatives demonstrate the benefits of consistent representation on the ecosystem team and encourage practices that support or require representation. 	<ul style="list-style-type: none"> The ecosystem team maintains representative membership according to established policies to ensure that all organizations remain fully engaged. Representatives remain in regular communication with respective organization leadership to reinforce the benefits of consistent representation, and to ensure timely and seamless transition for new appointees. 	Information Literacy Advisory Group of Oregon: ilago.wordpress.com/board/governance
Term Overlap			
<ul style="list-style-type: none"> Initial representatives work to stagger rotation off of ecosystem team and encourage new representation. Representatives encourage understanding of the need for consistent membership, staggered terms, and new participants. 	<ul style="list-style-type: none"> The ecosystem team establishes policies that team members hold regular terms and stagger rotation to ensure continuity of practices and knowledge. Representatives encourage respective organizations to establish similar policies. 	<ul style="list-style-type: none"> The ecosystem team maintains policies for term overlap and participating organizations maintain supporting policies. Representatives facilitate the transition of terms, working with their organization's leadership. 	Virginia Library Association Legislative Committee guidelines: bit.ly/2SAoQFk
Defining Explicit Representation of Participating Organizations			
<ul style="list-style-type: none"> Representatives initiate conversation about who needs to be at the library ecosystem table and propose group composition. Participating organizations recognize and approve representatives to ecosystem effort. 	<ul style="list-style-type: none"> Organizations recognize ecosystem team as an official collaboration, centered on the best benefit to member groups. Participating organizations commit to maintaining a representative on the ecosystem team. 	<ul style="list-style-type: none"> Members of the ecosystem team convene regularly as official representatives of their respective organizations, with an explicit charge to collaborate for the benefit of all member groups. All state level library organizations are represented. 	Illinois Library Association Advocacy Committee: ila.org/about/committee/1/advocacy-committee

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Succession Planning			
<ul style="list-style-type: none"> ▪ Representatives are aware of the need to mentor and cultivate new representatives. ▪ Representatives lay groundwork with participating organizations to cultivate a pipeline of ecosystem team participants. 	<ul style="list-style-type: none"> ▪ Representatives work with participating organizations to ensure others are engaged, knowledgeable and prepared to step into the ecosystem team on schedule. ▪ Representatives work with participating organizations to onboard and train new representatives to the ecosystem who are engaged in and knowledgeable of advocacy and legislative issues. ▪ Representatives emphasize the need for diverse perspectives and new ideas. 	<ul style="list-style-type: none"> ▪ Participating organizations establish a pipeline for volunteers to step into the ecosystem role engaged, knowledgeable, and prepared. ▪ Organization leadership prioritizes mentoring for ecosystem awareness. ▪ Outgoing representatives work consistently with respective organizations to train successors who are engaged in and knowledgeable of advocacy and legislative issues. ▪ Ecosystem representatives build institutional awareness of the benefits of an ongoing ecosystem effort sustained by diverse perspectives and new ideas. 	<p>Southern Ontario Library System- Planning the Transition to a New Board: drive.google.com/file/d/1QspltcGvoEor6-xnJl2xayblvqnCMFHS/view?usp=sharing</p> <p>TXLA Bylaws for Legislative Committee: drive.google.com/file/d/1Kl2YI-e79f2hnKp2gjNYAcN2HSFb3q4/view</p>
Organizational Relationships			
<ul style="list-style-type: none"> ▪ Initial representatives consider how best to develop open communications between and among all member groups through their designated representatives to this team. ▪ Initial representatives ensure that leadership of participating organizations are sent information about ongoing discussions and recommendations of the ecosystem group. 	<ul style="list-style-type: none"> ▪ Representatives establish regular systems to engage with their individual organizations, sharing ongoing plans and receiving feedback on new topics for agenda development. ▪ Representatives develop a system to receive from participating organizations an annual list of advocacy priorities to facilitate the team’s work. 	<ul style="list-style-type: none"> ▪ Representatives maintain ongoing systems to engage with their organizations, sharing ongoing plans and receiving feedback on new topics for agenda development. ▪ Representatives maintain systematic communication with the leadership of the participating organizations. 	<p>Community Toolbox/Creating and Gathering a Group to Guide Your Initiatives: ctb.ku.edu/en/table-of-contents/structure/organizational-structure/group-to-run-initiative/main</p>

Beginning	Evolving	Highly Effective	Resources & Examples
Ecosystem Calendar			
<ul style="list-style-type: none"> ▪ Initial representatives begin to document important dates and any recurring cycles that impact ecosystem function. ▪ Initial representatives build a team agenda that anticipates cyclic deadlines in order to accommodate appropriate action. ▪ Representatives share the ecosystem calendar with all participating organizations to increase understanding of the ecosystem team activities. 	<ul style="list-style-type: none"> ▪ Representatives keep ecosystem calendar updated, adding information that will support agenda-building or implementation. ▪ Representatives share the ecosystem calendar with all participating organizations to increase understanding of the ecosystem team activities. 	<ul style="list-style-type: none"> ▪ Representatives integrate ecosystem calendar with organizations' calendars. ▪ Representatives spread awareness of the implementation schedule to extend understanding of the ecosystem team impact. 	<p>Indiana's Library Advocacy Cycle: docs.google.com/document/d/1oMr23A-h4hPHOoXe-rdqM96WnDV6BcFc4f63Yt8QDjk/edit?usp=sharing</p>
Team Continuous Improvement Plan			
<ul style="list-style-type: none"> ▪ Representatives discuss past actions to identify what worked, what didn't, and what future success will look like. 	<ul style="list-style-type: none"> ▪ Representatives review ecosystem work after any milestone date (final advocacy agenda item, legislative success, etc.), in order to seed new ideas for methods and/or content. ▪ Representatives solicit feedback from organization leadership to ensure that the ecosystem efforts remain aligned with and beneficial to all participating organizations. ▪ Representatives share with the leadership of participating organizations reflections on progress and areas in need of improvement. 	<ul style="list-style-type: none"> ▪ Representatives establish an annual review process to evaluate work and goal setting methods. Concrete successes and failures reviewed as a way to seed new ideas for methods and/or content, and to demonstrate transparency. ▪ Leadership is surveyed annually as part of the evaluation process; questions include successes, challenges, ideas and recommendations for the future. ▪ Representatives share with leadership and members of participating organizations the continuous improvement plan. 	<p>A continuous improvement plan should be documented and include reflections on questions such as:</p> <ol style="list-style-type: none"> 1. What actions were scheduled/ completed? 2. What were the outcomes? 3. Were they the desired outcomes? 4. What adjustments will improve the process or outcome? 5. Who is responsible for those adjustments?

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Working with Dissension			
<ul style="list-style-type: none"> ▪ Initial representatives acknowledge that the ecosystem team will not always agree. Members commit to collaboration anyway. 	<ul style="list-style-type: none"> ▪ Representatives agree to resolve dissension collaboratively and methodically. ▪ Representatives use discussions around points of disagreement to strengthen the advocacy agenda and ensure that it reflects diverse stakeholder groups. ▪ Representatives recognize that internal objections reflect potential external hurdles and collaboratively address the issue and identify a path forward. ▪ Representatives, when discussing team meetings beyond ecosystem team, reflect all discussions in ways that demonstrate work towards a unified message. 	<ul style="list-style-type: none"> ▪ Participating organizations maintain a system to resolve dissension collaboratively and methodically. ▪ Representatives, in addition to using points of dissension to strengthen the agenda, address organizational concerns before the agenda is shared externally. ▪ Representatives discuss goal-setting process with participating organizations to assure that all voices are represented in shared goals. ▪ Representatives always speak publicly with one voice for maximum impact. 	<p>Setting Ground Rules – Civil Discourse and Difficult Decisions: uscourts.gov/educational-resources/educational-activities/setting-ground-rules-civil-discourse-and-difficult</p> <p>John Glenn College of Public Affairs- Methods for Improving Civil Discourse/ Debate v Dialogue: drive.google.com/file/d/1us4Awczo1b-h3ISUSUrNyHZgHp_e_xEA/view</p>