

**YALSA Board of Directors
ALA Annual Conference
June 25-30, 2020**

Topic: Interim Strategic Plan FY21

Background:

Transition in YALSA executive leadership led to unforeseen results and delayed the YALSA Board in drafting a new strategic plan. At the June 2020 meeting, the Board voted to create a new one-year interim term plan for the fiscal year 2021. The one-year program creates immediate goal-oriented actions to address the needs of our members amid a pandemic and civil unrest. It acts as a guiding document to provide overall strategic direction for YALSA as the board works to create a long-term strategic plan with an external consultant. Executive Director, Tammy Dillard-Steels submit this document.

Action Required: Action

FOR AN ACTION ITEM

Rationale: The current strategic plan will soon be three years out of date, and association work requires updated priorities and goals to remain responsive in supporting library staff serving teens.

Proposal: Seeking Board approval for the draft Interim Strategic Plan below.

YALSA Interim FY 2021 Strategic Plan – Draft

Preface

At the June 2020 meeting, the Board voted to create a new one-year interim term plan throughout the fiscal year 2021. This short organizational plan is the guiding document to provide overall direction for YALSA. The temporary plan is to create immediate goal-oriented actions to address the needs of our members amid a pandemic and civil unrest. The goals are closely aligned previously set priorities – lead the transformation of teen library *services, advocate to increase support for teen library services, and increase funders and partner development*. YALSA needs a strategic plan in place to guide its work during the development of a new 3 -year strategic plan. The current strategic plan will soon be three years out of date, and association work requires updated priorities and goals to remain responsive in supporting library staff serving teens.

In addition to creating the interim term plan, the YALSA board has previously approved to seek an external consultant to guide the Board in drafting a new 3-year strategic plan for the fiscal year 2022 – 2025. The YALSA Board needs an updated study of members’ needs to outline updated priority areas and goals accurately. The YALSA Board and YALSA staff cannot prepare a new 3 -year strategic plan on their own. The YALSA Board attempted drafting updated priority areas but determined that an external source is needed to assist in facilitating its creation.

Continuing education is one of the pillars of the organization. YALSA is committed to providing excellent and innovative programming consecutively as the strategic initiatives are implemented.

I. Introduction: A Legacy of Success Since 1957

YALSA has a long and proud history dating back to 1957 of strengthening library services for young adults and supporting the library staff who provide these services. YALSA has strived to change with the times. In many ways, it has been *ahead* of its time, consistently launching initiatives to integrate new services and technologies into young adult library services and to address the needs of disadvantaged youth.

YALSA now recognizes that the current and emerging needs of society call for the organization to enter a new stage in its journey. These issues prompting this shift are documented in YALSA's report, [*The Future of Library Services for and with Teens: A Call to Action*](#) (referred to herein as the "futures report"), which was adopted by the YALSA Board in December 2013 as the organization's foundational planning document. The issues listed in the report include:

- The need for greater cultural competency on the part of those working for and with teens, based on the growing diversity of the U.S. population
- The increase in the number of teens who are living in poverty, unemployed, and homeless
- The existence of significant and negative societal pressures teens are faced with including bullying, homophobia, and violence, which can lead to depression, eating disorders, and mental health issues
- A stark "achievement gap" between Caucasians/Asians and African-Americans/Hispanics
- High levels of teen unpreparedness for the 21st-century workforce
- Socioeconomic disparities in ownership of the technologies that play an ever-increasing role in teens' social, personal, and academic lives

In short, teens need libraries and library staff in a way they may never have needed them before. Today's adolescents face an expanding array of social issues that place them at physical and psychological risk, and libraries can help. Libraries can contribute to solving and alleviating the issues and problems that negatively impact teens, and can put more teens on the path to a successful and fulfilling life.

To play this role, library staff working for and with teens will need to take on roles and responsibilities that were not part of their job description in the past. Further, they will need to adopt an evolving orientation that shifts some focus away from traditional aspects of the job like collection development to allow for more significant innovation, experimentation, and risk-taking. What is needed is no less than a transformation of the teen library services profession.

II. Mission, Vision, and Goals

Through the strategic planning process, the YALSA Board has updated its mission and vision. The vision is the overarching purpose that YALSA will serve with everything it does, now and for years to come.

Mission: Our mission is to support library staff in alleviating the challenges teens face, and in putting all teens – especially those with the greatest needs – on the path to successful and fulfilling lives.

Vision: Our vision is that all teens have access to quality library programs and services – no matter where they occur – that link them to resources, connected learning opportunities, coaching, and mentoring that are tailored to the unique circumstances of the community and that create new opportunities for all teens’ personal growth, academic success, and career development.

Goals: Under the FY 2021 Interim Strategic Plan, the Board's goals are to lead the transformation of teen library services, advocate to increase support for teen library services, and increase funders and partner development via a pandemic and civil unrest.

Intended Impact Statement

To meaningfully address the challenges teens face today and to put more teens on the path to a successful and fulfilling life, YALSA will support library staff who work for and with teens in the transformation of teen library services so that:

- Libraries reach out to and serve ALL teens in the community no matter what their backgrounds, interests, needs, or abilities, and whether or not they frequent the library space.
- The current plan is to tackle the virtual library “space.” It connects teens to other people, printed materials, technology, and digital content, not limiting teens to a designated teen area but rather inviting them into the full scope of the library’s assets and offerings.
- Teens co-create, co-evaluate, and co-evolve library programs and activities with library staff and skilled volunteers (including mentors and coaches) based on their passions and interests. These programs and activities are connected to teens’ personal, work, or academic interests across multiple literacies, generate measurable outcomes for teens’ skills and knowledge, and are tailored to the unique circumstances of the community.

To achieve this impact, the YALSA Board identified the following priority areas:

Goal #1 Lead the transformation of teen library services

Strategy	1 Year Outcome
<ul style="list-style-type: none"> • YALSA’s programs, activities, and communications to promote the transformation of teen library services are on a virtual platform. 	<ul style="list-style-type: none"> • 80% of communications, training, and activities will be presented virtually to provide more accessibility to members.
<ul style="list-style-type: none"> • Utilize the newly created Educational Advisory Committee (EAC) to generate timely and relevant educational programming. 	<ul style="list-style-type: none"> • 50% of the curriculum created addresses matters affiliated with the needs of our members amid a pandemic and civil unrest. (Concepts: Access, Job Security, Mental Health, and Community Partnership.)
<ul style="list-style-type: none"> • Equity Diversity, Inclusion (EDI) concepts are infused into all programs, products, activities, and education to address the cultural mismatch between today’s increasingly diverse teen population and the librarian workforce, which remains 	<ul style="list-style-type: none"> • 100% of all programs, products, events, and education will support YALSA’s statement on EDI.

overwhelmingly white and female.	
<ul style="list-style-type: none"> Define the expected objectives that clearly state what YALSA must achieve to be relevant for future success. 	<ul style="list-style-type: none"> Produce a new three-year strategic plan that study of members' needs to outline priority areas and goals accurately.

Goal #2 Advocate to increase support for teen library services

Strategy	1 Year Outcome
<ul style="list-style-type: none"> Leverage the newly created Board Advocacy position to build partnerships with national, state, and regional organizations to train, empower, and support YALSA members to conduct advocacy at all levels. 	<ul style="list-style-type: none"> Cultivate relationships with 3 – 4 organizations, institutes, non-profit or for-profit ventures to advocate for teen library services.

Goal #3 Increase funders and partner development

<ul style="list-style-type: none"> Develop and implement an entrepreneurial funder and partner development strategy. 	<ul style="list-style-type: none"> Engage 20% of the membership in building partnerships through the usage of YALSA toolkits and other resources. Identify funders, grantors, sponsors, and partners to obtain \$20k in funding.
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The Board drafted a list of activities, resources, and metrics associated with these strategies and 1-year outcomes, which together comprise the implementation plan. These activities, support, and metrics will evolve as YALSA learns how best to pursue the strategies presented above. This implementation plan is a living document, and its success will depend on YALSA's ability to learn and adapt as it moves forward.

Financial Implications

There will be a cost associated with hiring an external consultant to guide the board through the process of developing a new strategic plan. However, funds initially set aside for what is now the discontinued YALSA Teen Summit will be redirected to funding the hiring of external consultants.

Staff time and member time will also need to be taken into financial consideration.

Measuring Impact

An implementation plan will be created to define objectives to evaluate the goals of the interim strategic plan.

Alignment to Equity, Diversity, and Inclusion Goals

The adoption of an interim strategic plan allows YALSA to infuse in Equity, Diversity, Inclusion, and Access into all programs, products, events, and education.

Proposed Board Action

The YALSA Board directs the President and Executive Director to establish an implementation plan for the interim strategic plan.

Additional Resources:

- Extension of Current Strategic Plan (Adopted in 2016):
http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/BoardDoc30_Extend%20Current%20Strategic%20Plan.pdf
- Strategic Planning Timeline:
http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/Board%20Doc_Strategic%20Planning.pdf
- “Defunding the Teen Summit for Strategic Planning” (see related Board Doc)