

**YALSA Board of Directors Meeting
ALA Annual Conference, Chicago
June 23 – 27, 2017**

Topic: **Building Capacity to Support the Implementation Plan**

Background: **As the YALSA Board attempts to implement the Organizational Plan, shortages of resources such as time, funding, and personnel continue to create situations that require desired outcomes to be postponed or shelved. In identifying the resources needed by the projects put forth in the Implementation Plan, decisions must be made by the Board, in concert with the YALSA Executive Director, to determine the priority of projects while serving YALSA membership in the best ways possible. Todd Krueger and the Board Standing Committee on Funder and Partner Development, has provided the document below (with input suggested by Beth Yoke) to start a conversation with the Board that will continue onward and be the focus of the Sept. 1st Board Chat.**

Action Required: **Discussion**

We are currently faced with two major needs as a Board:

- Finding resources (external)
- Building capacity (internal)

At this time the lack of resources available, be it the time board members and the membership devote to YALSA as volunteers, the limited time the staff has to focus on both new and legacy projects, or the funding that has dropped in the wake of increased overhead and decreased sponsorships, has resulted in delayed progress on the implementation of the adopted Organizational Plan. Beth Yoke, YALSA Executive Director has indicated that the Board must act:

“The board has talked a lot about the need to build YALSA’s capacity (including financial capacity), and the need to free up staff and member time to focus on that, but the board hasn’t come to any decision on the matter. Delaying this decision making means the tight financial situation will not be going away.”

The [Draft FY18 Budget](#) shows the various likely scenarios, what revenues and costs are associated with each of the three goals of Leading the Transformation of Teen Services; Advocacy, and Fund and Partner Development, and any associated commentary.

The [YALSA Staff](#) has multiple responsibilities that are spread among them. If there is a path forward to implementing all that is included in the Organizational Plan, their abilities and limits must be taken into consideration.

Discussion questions to consider:

- What projects can be deferred or discontinued to free up YALSA staff capacity and save valuable resources that can be committed to other purposes?
- What policies can the Board streamline to prevent unnecessary work for members, staff and Board? (e.g. Change the requirement or practice that all books for Award and Selection Lists are sent by publishers to the YALSA office; Electronic versions [in final format] of books provided by publishers big and small could become eligible for consideration by Award and Selection List committees; the committee appointment process is cumbersome and time-consuming for YALSA Staff and the President-Elect.)
- How do we best support projects that are both aligned closely with the Plan and generate strong revenue so they can continue to grow?
- How can we ensure that the Board is looking out for the best interests of the membership? How can we gauge member satisfaction with the outcomes of the Organizational Plan and its implementation? The Board must accept its role as the ultimate leadership of the organization and cannot rely on YALSA Staff to take valuable time and capacity in directing its path or focus.
- Do you have any other thoughts about resource or capacity issues? (allowing for ideas that may not be answered by the prompted questions)

Additional Resources:

- Effective Capacity Building in Nonprofit Organizations, https://www.neh.gov/files/divisions/fedstate/vppartnersfull_rpt_1.pdf (see the 2nd to last section called The Capacity Framework)
- What is Capacity Building?, <https://www.councilofnonprofits.org/tools-resources/what-capacity-building>
- [Organizational Plan](#)
- [Implementation Plan](#) (.pdf)
- [Business Plan](#) (.pdf)