Fall Executive Committee Meeting
October 25 – 26, 2015, Chicago

Topic: **Standing Board Committees / Action Plan**

Background: **The Standing Board Committee Chairs were asked to provide an update as to YALSA's progress towards the task items listed in the Action Plan. Linda Braun, Maureen Hartman and Sara Sogigian have provided information below for the Executive Committee's consideration.**

Action Required: Discussion

Questions to consider:

- What priorities remain in the current Action plan to work towards completing before the new strategic plan is in place?
- What resources need to be mobilized in order to achieve remaining tasks?
- Are there other tasks that should be addressed that aren't included on the list below?
- What can the Executive Committee in particular do to support the standing board committees?
- Other?

Resources:
- Action Plan, http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/ActionPlan_Jan14.pdf
- Strategic Plan, http://www.ala.org/yalsa/files/aboutyalsa/strategicplan/stratplan11.pdf

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Action Plan for Strategic Plan Implementation

As of 1/22/14

The Action Plan is a living document that will grow and change throughout the 3 year implementation of YALSA's strategic plan. Items may be added, edited or deleted, based on Board decisions.

KEY:
Green = task completed
Yellow = work in progress
Red = decided against implementation
No shading = not yet undertaken

DEFINITIONS:
      Objective: results that combine to achieve a goal
      Strategy: a plan to achieve an objective
      Tactic: an actionable task that supports a strategy
      Who: specific individuals and/or member groups
      When: a desired completion date
      Resources: estimates for any possible funding that might be needed and/or other necessary resources
      Status: after implementation begins on the Action Plan, periodically review the plan and provide updates on the progress here

Goal 2: Research and Documentation of Best Practice
YALSA is the recognized source for access to targeted research and best practices relating to teen library services.

Objective 2a: Identify, compile, and disseminate to YALSA members and others existing research and best practices that is relevant to delivering library programs and services for and with teens.

Objective 2b: Identify and partner with researchers and research organizations to create and publicize opportunities for YALSA members and others to participate in relevant research projects, especially those that support YALSA's Research Agenda.

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Objective 2c: Advocate with researchers and research organizations in order to increase the amount of relevant research being done in the field of teen librarianship.

Objective 2d: Create and market opportunities for members and others to share best practices related to key areas of concern for librarians and library workers who serve teens and young adults.

Objective 2e: Lead a national discussion with key stakeholders about the current state of teen services in order to yield information regarding potential directions the field needs to take to meet the needs of teens.

STRATEGY: Identify, compile, and disseminate to YALSA members and others existing research and best practices. (2a)

TACTIC	WHO	WHEN	RESOURCES	STATUS
continue to promote JRLYA, **the yaresearchers listserv** and the Network for Research on Teens and Libraries and via social media tools	JRLYA editor and Research Committee with support from Web Services Manager	ongoing	Staff and member time	2012: Created a "Research Resources" flier to distribute at appropriate conferences & events Sandra Hughes-Hassell sent out an email to NCATE faculty in April 2012 **Follow up on 2012 initiatives; do they need to be repeated? Did they work?** **I added the yaresearchers listserv tool from a tactic that appears later on, but is very close to this one**.
Create blog posts and articles that help members and others understand how research relates to their every day work	Research Committee	2012 – 2014 committee **extend to the next plan.**	member time	"Research roundup" blog posts were posted on the YALSAblog in Jan., Feb. and May of 2012 **Continue this tactic, esp. in conjunction with the Futures report**
Implement another round of Excellence in Library Services to Young Adults	Board establishes a taskforce	2012 (taskforce established) 2013 (round implemented)	• Staff and member time • Stipend for editor • Publishing expenses (printing, proofing, etc.)	Held in conjunction with Jack Martin's President's Program at Annual 2013. Winners have been selected & Laura Pearle is editing the new edition of the book **Since it tied directly to Jack's Preseident's Program, keep this tactic on the list for future**

				plans, but not the next one. Revisit in the future.
Conduct a TRW impact study that identifies best practices in TRW programming	Member taskforce	2013	• Staff and member time	TRW Evaluation TF currently working as of spring 2013 **Work on implementing what we leaded in this study, not on creating a new study.**
Self-publish books that are compilations of best practices	Web Services Manager with support from Publications Advisory Board	One per year	Staff and member time	FY12: summer reading manual FY13: Best of YA-YAAC FY14: Excellence, 6th ed. FY15: something related to the future of teen services report
Continue to use the symposium as a venue for highlighting best practices in young adult literature and libraries	Program Officer for Events with support from Symposium TF	ongoing	Staff and member time	**Highlight the change of focus from YA Lit to YA Services.**
Continue to use YALS as a means of disseminating best practices	YALS editor	ongoing	member time	
Continue to use the Research Committee to compile the latest research and share at least annually via JRLYA	Research Committee	2012 – 2014 committee	member time	**Update the list and post it in Spring 2015 .**

STRATEGY: Identify and partner with researchers and research organizations to create and publicize research related opportunities. (2b)

TACTIC	WHO	WHEN	RESOURCES	*STATUS*
Promote the Network for Research on Libraries & Teens and its web-based "matching service" for researchers who are	Web Services Manager & Research Committee	2012 – 2014 committee	Staff and member time	**May need updating. According to the Network Wiki page, it hasn't been updated since November, 2012.** **Also, check number of "hits" this page has**

looking for library partners willing to provide raw data for use in relevant research projects.				**had; that will help decide if this tactic should continue.**
Compile a list of research focused organizations and encourage them to sign up to receive JRLYA via RSS or email notification	JRLYA editor with support from Web Services Manager	2013	Staff and member time	**Evaluate the use of RSS...is this still a good marketing tool? Is there something better we can use?**
Identify and cultivate the YALSA members who are most interested in and likely to be involved in research activities	Membership Coordinator identifies & Research Committee cultivates	2013		**Promote YALSA membership to doctoral candidates, other ALA division members.**

STRATEGY: Continue to provide and promote opportunities for YALSA members and others to share their research and projects. (2b)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Continue to work with VOYA to fund the Henne grant and to incorporate the work of the winners into JRLYA	Program Officer for Events and JRLYA editor	ongoing	Staff and member time	
Continue to fund Midwinter & Symposium paper presentations	Board	ongoing	• Staff and member time • Cost of stipend	Lesley Farmer is presenting the 2014 Trends in YA paper presentation
Explore the feasibility of funding a travel stipend for individuals to travel to nonALA conferences	Ad-hoc board committee investigates idea and decides whether or not	2013	• Staff and member time • Possible cost of travel stipends	**What was the result of the research on this? With the Futures report, it seems like we should continue to work on this.**

to inform others about research related to YALSA's research agenda	to develop proposal			
Explore the concept of a research focused event (such as AASL's Treasure Mountain)	Ad-hoc board committee investigates idea and decides whether or not to develop proposal	2013	member time	**With the YALSA symposium being broadened, we may want to shelve this for now.**
Build out the research section of YALSA's web site	Communications Manager with support from Research Committee and JRLYA editor and Advisory Board	2013	Staff and member time	
Promote JRLYA, the yaresearchers listserv and the Network for Research on Libraries and Teens	Web Services Manager with support from Research Committee and JRLYA editor and Advisory Board	ongoing	Staff and member time	Created a "Research Resources" flier to distribute at appropriate conferences & events Sandra Hughes-Hassell sent out an email to NCATE faculty in April 2012 **This seems to be a repeat of the first tactic listed on page 2. I moved the yaresearchers listerv up to that tactic.**

STRATEGY: Advocate with relevant researchers and research organizations. (2c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
send new research agenda to relevant organizations	President & Executive Director with support from	Dec. 2011	• Staff time • Cost of printing and mailing	Completed in 12/11 and several responses received. We have followed up periodically w/ new mailings, as we learn about other faculty working

	Membership Coordinator			in the field
utilize and promote the RSS feed for the research category from the YALSAblog to push out research focused information to interested individuals	YALSAblog editor and Web Services Manager	2012	Staff and member time	**Do we need to change this tactic to keep up with how people are getting information? Ie is an RSS feed still the best thing for promotion?**
hold a Research Forum at conferences like Midwinter and Annual	Research Committee with support from Program Officer for Events	2013, 2014	Staff and member time	One was held at each Midwinter from 2012 - 2014. Don Latham submitted an RFP for a Research Poster Session for the 2013 ALA Annual **Continue to have Reasearch be a noted part of YALSA offerings at conference. Perhaps, host it only at Midwinter, as we have been doing.**
Look for opportunities to present at or otherwise be actively engaged in ALISE's conference	Research Committee with support from Membership Coordinator	2013, 2014	Staff and member time	Have exhibited at ALISE from 2010 – 2014 **How has the exhibit been received? Is it successful enough to continue?**
explore the feasibility of establishing a PhD scholarship (perhaps in partnership with ALISE)	Ad-hoc board committee investigates idea and decides whether or not to develop proposal	2012	• member time • Possibly cost of scholarship	Jack Martin & Beth had an initial conference call w/ YALSA's ALISE liaison, Denise Agosto, and the executive Committee discussed the idea at their fall 2012 meeting. The board will considered at their June 2013 meeting. Shannon recruited several volunteers to write a proposal, which was submitted to the board in 12/13 and the Capacity TF will explore funding opportunities **What was the follow up from this?**
Create and provide guidelines and best practices for members	Board establishes a taskforce	2014	Member time	**With research being an important part of the YALSA Strategic Plan, the more information we can provide to members, the better chance we**

new to conducting research				**have of them initiating new research.**
Encourage YALSA members to work with their supervisor to complete the 2012 PLDS survey with the special YA section	Web Services Manager	Dec. thru Feb. 2012	Staff time	YALSA president sent out a blog post
Once PLDS survey results are available, encourage individuals to analyze them and publish their findings in JRLYA	JRLYA editor and Advisory Board with support from Web Services Manager	Late 2012	Staff and member time	5/12 Stevie has contacted JRLYA about finding someone to write up the results 9/12 Beth Yoke asked ALA's Director of the Office for Research if they could provide some analysis. As of 6/13 still waiting on the analysis An article was written for YALS **Has the analysis happened? If not, is it too late to use 2012 findings?**
Work with ALA's Office for Research to conduct YA-focused research (once vacant director position is filled)	Executive Director	2013	Staff time	As of 6/13 ORS has no budgeted funds to collaborate on research for FY14 **Are there funds for FY15 and do they have a director?**

STRATEGY: Lead a national discussion with key stakeholders about the current state of teen and young adult services that yields information regarding potential directions the field needs to take to meet the needs of teens and young adults. (2d)

TACTIC	WHO	WHEN	RESOURCES	STATUS
apply for IMLS Leadership Forum grant (include identifying partners)	Linda Braun & Beth Yoke with selected FSU SLIS faculty	By Feb. 1 2012	Staff and volunteer time	Received grant, which will run from 10/12 thru 9/13
Hold regular (annual?) face to face and virtual forums with a wide	President organizes with board and staff	2013	• Staff and member time • Possible costs such	Jack Martin held 4 virtual town halls in 2012 – 2013, and Shannon has continued during her year. **These have been well receive and should**

variety of stakeholders	support		as conference call fees, room rental, etc.	**continue.**

Continuous Learning and Professional Development Strategic Plan Action Items

The following items should be priorities:

Adapt existing &/or create new e-learning (webinars, forums, e-courses, Academy videos) for those at the basic level of YA services, including learning that focuses on key YALSA resources such as its booklists and awards

Adapt existing &/or create customized materials (toolkits, articles, guides) targeted at librarian generalists and paraprofessionals and promote through YALSA channels

Explore the development of targeted and labeled CE for "niche" interests in membership, e.g. urban libraries, small libraries, middle schools, etc.

While each of these categories are in progress, more attention will continue to be needed for the remainder of 2014 and into YALSA's next strategic plan. At this point our committee is focused on re-scoping and/or eliminating the work of the Continuing Education Advisory Board so that their work, which is critical to YALSA's success – and the success of its members – has strong, ongoing leadership and work that is tied to successful outcomes for YALSA.

Creating new formats, topics, promotional strategies and audiences for YALSA continuing education will be critical to YALSA's success.

Current challenges facing YALSA in this area include:

- Continuing Education Advisory Board members and chairs are not the right individuals/group to be a good resource for YALSA's Continuing Education Program Officer.

- YALSA members are asking for more continuous learning but not necessarily participating in those that are offered.

- YALSA Board members do not have background in continuous learning trends, etc.

Goal 5: Capacity Building and Organizational Development
YALSA has the resources it needs to fully support and fund projects relating directly to its mission and strategic plan.

KEY:
Green = task completed

Yellow = work in progress
Red = decided against implementation
No shading = not yet undertaken

Objective 5a: Expand and manage YALSA's human resources (e.g. staff, consultants, interns, volunteers) in order to implement YALSA's programmatic and organizational initiatives at a high level of efficiency, quality and effectiveness.

Objective 5b: Build the capacity of the YALSA Board of Directors to effectively support YALSA's mission and goals through recruitment, training, identifying and clarifying roles within the Board and establishing a Board committee structure.

Objective 5c: Expand and diversify YALSA's revenue base in order to fully support YALSA's priority activities and initiatives.

Objective 5d: Create and implement a branding strategy for YALSA in order to be better positioned to attract new members, partners, sponsors and funders and to increase awareness of YALSA among the general public.

STRATEGY: Strategically expand and manage YALSA's human resources (e.g. staff, consultants, interns, volunteers). (5a)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Utilize interns and pro bono organizations as appropriate	Executive Director	2012 forward, as opportunities arise	Staff time	Hired an intern for 10hrs. per week from 4/12 thru 3/13 to support the badges grant Hosted an extern from Gettysburg College for one week in 6/12. Hired a part-timer to support the 3rd & 4th rounds of Dollar General grant funds. Intend to apply for an ACLS fellow in late 2014 to work at YALSA for 1 yr.

Develop an intern program in conjunction with SLIS to utilize grad student skills for specific projects	Program Officer for CE & CE Advisory Board submits proposal to the Board for approval	2014	Staff & member time	Both of these items connect to the futures report. The Capacity Building Standing Committee could work with the Futures TF and develop a plan and timeline for working with SLIS faculty and students to promote and move the futures report forward.
Liaise with academic faculty to identify projects grad students could accomplish	Program Officer for CE and Executive Director	2013	Staff time	
Explore the feasibility of adding staff, particularly for marketing	Board & Executive Director	Have initial discussion in 2012	• Staff & member time • Possible cost of additional staff	How does this fit within the current framework of YALSA staffing and needs.
Redirect financial resources to add staff (endowment $, e.g.)	Executive Director	As possible, based on board discussion/ decision	Staff time	Using Dollar General grant funds for a part time position to support TRW, TTT and summer reading/learning

STRATEGY: Build the capacity of the YALSA Board of Directors through recruitment, training, identifying and clarifying roles within the Board and establishing a Board committee structure. (5b)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Identify and establish standing board committees	Board	2012 - 2013	member time	Approved by the board in 2013
Explore the Junior Board concept	Board	2012	• member time • Possible cost of travel for jr. board & stipend for coordinator, if approved	Proposal went to the board 1/12. The board established an ad-hoc committee to further review the youth participation concept, with a goal of gradually increasing it and building up to the Jr. Board concept over the next few years. The Board established a Youth Engagement Taskforce in 6/12 that will come up with strategies for gradually amping up youth participation in YALSA.
Continue and enhance board self-assessment and learning plans	Executive Committee	2012 onward	member time	Implemented a second round of self-assessments in the summer of 2012
Standardize exit interview questions for departing board members	Executive Committee	2012	member time	
Implement and evaluate the board fellow program	Board	2012 (implement) 2014 (evaluate)	member time	First board fellow (Carrie Kausch) started 7/1/12, and Carla Land started 6/28/13. Nicola McDonald is the 2014 fellow

Investigate connecting with other organizations in order to diversify the board	Capacity Building Taskforce	2013	member time	The advocates proposal that Exec will discuss at fall exec relates to this and includes ways in which the Capacity Building Standing Committee can support forward movement in this area.

STRATEGY: Expand and diversify YALSA's revenue base. (5c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Implement YALS subscription drive	Web Services Manager	2012	Staff time	Launched with coupon at Nov. 2011 NCTE conference Followed up with an email effort in May 2012. Results were not very successful
add additional ticketed events at conferences and symposium	Program Officer for Events with Capacity Building TF	2012 onward	Staff time	Staff are developing options for 2014
create seals for Alex and TTT	Program Officer for Events	2012	• Staff time • Design costs • Possible printing costs	Nov. 2011: Program Officer for Events have been in touch with legal counsel and graphic designer
research and implement best practices to encourage annual giving	FAC	2012 - 2013	member time	The Capacity Building Standing Committee, the Fiscal Officer and FAC can work together to move this item forward.

Comment [1]: What's the current status?

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research and implement best practices to encourage planned giving	Capacity Building Taskforce	2012 – 2013	Member time	Sent a planned giving mailing to about 300 individuals in 6/12 LWB and BY are in the process of writing a planned giving letter to go out to past presidents at the end of 2014. YALSA staff is working with other YALSA leaders to send out letters to authors, etc.
Continue to apply for grants along with partner organizations when advantageous	Executive Director with Capacity Building TF	ongoing	Staff time	Working with Best Buy in 2013 to manage a donation program to libraries. Submitted and received a grant to Best Buy for a TTW 2014 partnership
try new fundraising efforts, such as Booze for Books, and evaluate its success	FAC	2012 (try) 2013 (evaluate)	member time	First Booze for Books event held April 12, 2012 and raised $1,164. Participated in the Day of Giving on 11/27/12 and raised $845. Second Day of Giving in 2013 raised about $3,000
Look for opportunities to increase revenues from the symposium, such as by creating a physical store at the event	Program Officer for Events with Capacity Building TF	2012	Staff time	Sold t-shirts and other items for the 2012 event via a small store & netted just under $3,000

STRATEGY: Reallocate resources when necessary. (5c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
align the budget to the strategic plan	Fiscal Officer and Executive Director	2012	Staff & member time	This is continuing however at the current time with the futures report as a potential alignment document.
regularly evaluate the budget to see if reallocation is needed	Fiscal Officer and Executive Director	2012 onward	Staff & member time	Board is determined budget priorities for FY14 at Midwinter 2013
conduct an evaluation of YALSA's existing portfolio of services and programs to determine alignment to YALSA's mission, member support and revenue potential	Board	2012		Was the focus for 2012 Board Planning at Midwinter Followed up discussion with an e-chat in June This needs to be an ongoing conversation and will be discussed within he context of the MAE Trust at Fall Exect 2014.

Comment [2]: Can the MAE Trust help us to achieve this?

STRATEGY: Continue to control expenses. (5c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Regularly evaluate contracts to ensure YALSA is getting the best rate	Staff	ongoing	Staff time	Reviewed contract with ad rep in 2013. Will review YALS printing contract in 2014

Regularly evaluate internal processes and look for opportunities to outsource at a lower cost	Executive Director with staff	2012 onward	Staff time	Currently looking at publishing in particular, including e-journal formats

STRATEGY: Create and implement a branding strategy for YALSA. (5d)