

YALSA Board of Directors Meeting  
ALA Midwinter Meeting, San Diego  
January 7 - 11, 2011

**Topic:** Mega Issue Discussion

**Background:** At the 2008 Midwinter Meeting Board Members and Chairs created a list of “mega issues.” Mega issues are issues of strategic importance, which represent choices YALSA needs to make in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of YALSA’s Envisioned Future, and form a basis for dialogue about the choices facing YALSA. These questions can serve as an ongoing “menu” of strategic the Board can use to create regular opportunities for strategic dialogue about issues facing the profession. In order to ensure that these topics of strategic importance get addressed by the Board, the Board agreed to place one of them on the agenda for each meeting.

**Action Required:** Exploration

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**Mega Issue:**

How can YALSA pursue innovation in order to meet member needs and advance the profession without overwhelming member leaders and staff?

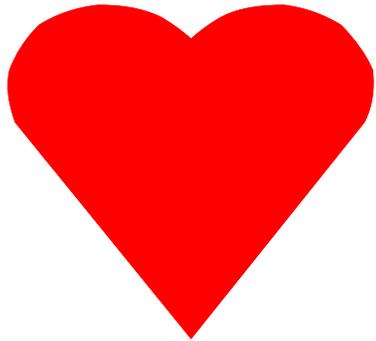
**Questions to Consider**

- How can YALSA be strategic about innovation to ensure that change is: 1) mission focused and 2) achievable given the resources YALSA has?
- In order for new, innovative efforts to launch, does YALSA need to retire some old programs and initiatives that are under performing or that are no longer meeting member needs?
- How can the Board better position itself to facilitate innovation?
- What might the role of member groups or individual members play in innovation?
- Other?

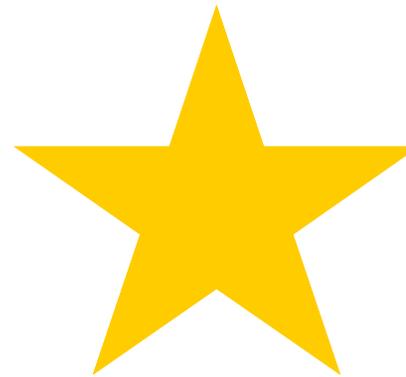
**Resources to help guide the discussion** (please access and read these prior to the meeting)

- “Four Qualities of an Innovative Association” <http://tinyurl.com/26865zq> (Associations Now, Dec. 2010)
- “Innovation at Work: Helping Nonprofits Raise the Bar on Ingenuity” <http://tinyurl.com/ylek4a2> (Guide Star, 2006)
- “Why Associations are Bad at Innovation” <http://tinyurl.com/2ewbw48> (Social Fish, Aug. 2010)

**Business Line Imperatives:** where do each of your organization’s programs fall on this axis?



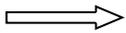
**keep & contain costs**



**invest & grow**

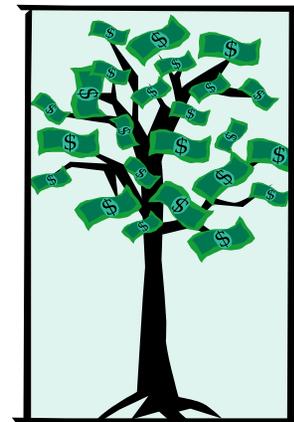


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Profitability 



**close or give away**



**water & harvest to  
increase impact**