

**YALSA Board of Directors Meeting  
ALA Annual Conference, Chicago  
June 28 – July 2, 2013**

**Topic:** Action Plan Progress & Highlights

**Background:** YALSA's Board approved a Strategic Plan in October 2011. After the Strategic Plan was developed, the next step was to create an Action Plan, which provides specific information about how the plan will be implemented. An Action Plan is provided below, which the Executive Committee worked to prioritize after receiving feedback from the board.

**Action Required:** Information

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**Resources:**

- YALSA's Strategic Plan:  
<http://www.ala.org/yalsa/files/aboutyalsa/strategicplan/stratplan11.pdf>

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***Action Plan for Strategic Plan Implementation***

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**As of 6/18/13**

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 1: Advocacy and Activism**

**Teen services within all libraries are highly valued as a result of YALSA's advocacy and activism efforts.**

Objective 1a: Members and others in the library community understand the importance of advocacy and their role in it.

Objective 1b: Members and others become activists in support of teen and young adult services.

Objective 1c: National public officials and policy makers sustain and expand library services and resources for teens and young adults.

Objective 1d: Graduate schools of library and information science develop and/or expand their teen and young adult services curriculum.

Objective 1e: Increase YALSA's reach and impact.

**STRATEGY:** Educate members and others about key topics, including advocacy, lobbying and political activity. (1a)

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Recruit qualified individuals and groups to create blog posts and articles for YALS (at a basic level, including definitions)	YALSAblog manager, YALS editor	Ongoing, or as specific opportunities arise, such as Virtual Library Legislative Day	N/A	The fall 2012 issue of YALS had an advocacy theme
Recruit qualified individuals and groups to give presentations and share materials at Annual, Mid-Winter, and Division Conferences, including how to tell your story, that are also made available online	Program Officer for CE and CE Advisory Board	2013 (recruit) 2014 (present)	Staff and member time	
Identify individuals to create and offer free advocacy webinars	Program Officer for CE and CE Advisory Board	2013, after revised Advocacy Toolkit is released	Staff and member time	
Promote the Washington Office's free advocacy webinars	Web Services Manager & Legislation Committee	ongoing	Staff and member time	Linked to them on the advocacy portion of YALSA's wiki & invited the Washington Office Director to meet with YALSA's Executive Committee in Oct. 2012 to explore other ways to promote them. Mention in YALSA E-News, when timely
Identify individuals to create and offer YALSA Academy videos that focus on advocacy	Program Officer for CE and CE Advisory Board	2012	Staff and member time	Eve Gaus is working on this with the CE Advisory Board
Use social media to push out information to and engage with members	Web Services Manager & Legislation	ongoing	Staff and member time	Implemented Tweet your Senator effort in 4/12 and 4/13. As of spring 2013: in the process of collecting advocacy stories to

	Committee			Tweet out.
Partner with state associations to increase reach of advocacy education effort	Executive Director and Program Officer for CE	Begin initial outreach in 2012	Staff time	State Level Engagement Taskforce was assembled 9/12 and had a report for the board in 2/13
Identify individuals to create and offer a badge that focuses on advocacy	Program Officer for CE and CE Advisory Board	2013	<ul style="list-style-type: none"> <li>Staff and member time</li> <li>Possible stipend for badge development</li> </ul>	
Identify individuals to create presentations and encourage members to use them at the local and state levels at library workshops and state conferences	Program Officer for CE and CE Advisory Board	2013 (create) 2013 & 2014 (use)	<ul style="list-style-type: none"> <li>Staff and member time</li> <li>Possible stipend to defray member travel costs</li> </ul>	
Provide advocacy information and activities at conferences	Advocacy Benchmarks TF, Legislation Committee, staff	2013	<ul style="list-style-type: none"> <li>Staff and member time, cost of reproducing materials</li> </ul>	YALSA will have an advocacy-focused booth at the 2013 Annual Conference

**STRATEGY:** Empower members and others to inform and engage local and state policy makers. (1a)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Update and market the advocacy toolkit for members and the library community, including reproducibles	Sarah Flowers edits and, Communications Manager markets	By summer 2013	Staff time	Sarah submitted an updated toolkit in June 2013
Create a rubric of advocacy activities (like	Board establishes a	Begin work in 2013 and have finalized	Member time	Original TF was disbanded in May 2013 and a new one was assembled.

the teen services evaluation tool)	taskforce	by 2014		
Identify individuals to publish advocacy related items in non-library professional avenues	Publications Advisory Board and Web Services Manager	2013	Staff and member time	
Identify individuals to create presentations and encourage members to use them at the local and state levels with administrators, policy makers, and other decision makers (e.g. short talks)	CE Advisory Board and Program Officer for CE	2013 (create) 2013 & 2014 (use)	Staff and member time	
Better position existing YALSA resources and events, such as book awards, TRW and TTW as advocacy opportunities for front line librarians and library workers by incorporating advocacy into resources and marketing materials for these products and events	TRW Committee, TTW Committee, Awards & Lists Marketing TF, Web Services Manager	Begin initial work in 2012	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible expense for printing and shipping materials</li> </ul>	Conducted a TRW & Advocacy Tweet-up, 10/12 and added a chapter about TRW & advocacy into the TRW manual 4/12. At Midwinter 2013 TRW & TTW evaluation taskforces were established
Provide a means for identifying advocacy experts and connecting members seeking to	New Advocacy TF	2013	Member time	

enhance their advocacy efforts with them				
Build out success story area on the web, including examples from libraries that have run successful advocacy campaigns (e.g. NY, OH)	Communications Manager	2013	Staff time	
Create turn key events and resources to help librarians and library workers connect with policy makers at the local level, e.g. District Days	Legislation Committee	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible expense for printing and shipping materials</li> </ul>	District Days resources are available on the wiki, <a href="http://ow.ly/m7HHd">http://ow.ly/m7HHd</a> . Blog posts have also gone up on the YALSAblog

**STRATEGY:** Educate members and others about how to become activists and how to recruit and train a local group of advocates. (1b)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Offer continued financial support of stipend for member(s) to attend legislative day	Board	ongoing	Cost of stipend	Jenna Nemece-Loise was the recipient of the 2013 advocacy stipend
Bring back the advocacy contest in some form	New Advocacy TF	2013	Cost of prizes	
Promote subscriptions to YAdvocacy listserv and post regular tips on everyday advocacy	New Advocacy TF, Legislation Committee and Web Services Manager	2012 - 2014 Legislation Committee	Staff and member time	
Model use of social media as an advocacy tool to members and	YALSA Board, Legislation Committee, New	2012	member time	Implemented Tweet your Senator effort in 4/12 & 4/13

encourage them to use it at the local and state levels, such as Google maps, Storify and Scoop.it	Advocacy TF, YALSA staff			
Identify individuals to create webinars and YALSA Academy videos	Program Officer for CE, CE Advisory Board	2012	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Stipend for webinar development</li> </ul>	Eve Gaus is working on with CE Advisory Board
Solicit articles for YALS and blog posts about recruiting and training local advocates	YALS Editor, YALSAblog Manager	2012	Staff and member time	Fall 2012 issue of YALS had an advocacy theme. Advocacy is a fairly regular topic on the YALSAblog
Work with state associations to provide advocacy training	Program Officer for CE, Executive Director	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Possible cost of printing and shipping materials</li> </ul>	State Association Outreach Taskforce has been assembled 9/12 and will had a report for the board in 2/13

**STRATEGY:** Design and implement activities that inform, engage and influence national policy makers. (1c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Implement quarterly policy briefings with the support of the Washington Office &/or partners	Executive Director, new local DC Taskforce	Begin planning in 2012	<ul style="list-style-type: none"> <li>• Cost of travel</li> <li>• Cost of printing &amp; shipping materials</li> <li>• Possible cost of AV and food</li> </ul>	Emailed a briefing on libraries' role in Internet safety for TTW 2012 and created one on STEM for TTW 2013. Spoke w/ the Washington Office about logistics of a F2F briefing in 10/12, but limited capacity has stalled progress
Identify individuals to write issue briefs	YALSA Board	2012 forward	Member time	YALSA has 3 issue briefs as of 3/13: <a href="http://www.ala.org/yalsa/teens-need-libraries">www.ala.org/yalsa/teens-need-libraries</a>
Encourage and facilitate participation in face to	Legislation Committee with	ongoing	Staff and member time	Implemented Tweet your Senator effort in 4/12 & 4/13

face and virtual national legislative day	support from Web Services Manager			
Offer “honorary” YALSA memberships to key officials and policy makers	Board identifies honorary members & Membership Coordinator processes membership	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Cost of complimentary memberships</li> </ul>	
Invite national officials and policy makers to all YALSA events (including Local/regional happy hours, Symposium, ALA, etc)	Board identifies invitees and President works with Executive Director to send invitations	2013	Staff and member time	Key stakeholders were invited to the Summit on Libraries & Teens in 1/13
Spotlight key policy makers on the YALSAblog, in YALS, etc.	YALSAblog manager, YALS editor	2014	Member time	
Use the Presidential Citation or resolutions, as appropriate, to recognize public officials and policy makers	YALSA President and Board	2012 forward	Member time	

**STRATEGY:** Graduate schools of library and information science develop and/or expand their teen and young adult services curriculum. (1d)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Continued attendance at ALISE conference and outreach to this group	Research Committee with Board support	January 2012	<ul style="list-style-type: none"> <li>• Exhibit booth fee</li> <li>• Cost of printing and shipping materials</li> </ul>	Exhibiting again at their 2013 conference
Continue to post	Staff and	ongoing	Staff and member	



information on academic focused listservs, such as yaresearchers, JESSE and ESLs listservs	Research Committee		time	
Continue to send information to SLIS deans, as appropriate	Membership Coordinator and Executive Director	Periodically, as warranted	Staff time	
Target YALSA members who indicate they are faculty on their member form with information	Communications Manager and Program Officer for CE	Periodically, as warranted	Staff time	Implemented an email blast in Sept. 2012
Partner with academic institutions, when possible, on grants	Executive Director	Periodically, as warranted	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Possible cost of conference calls</li> </ul>	In Nov. 2011 the Executive Director spoke with FSU faculty about a possible grant partnership
Work with graduate school faculty to incorporate teen focused information, resources and projects throughout the curriculum	CE Advisory Board with support from Program Officer for CE	2014	Staff time	
Identify faculty who teach YA and send them regular updates, including tools for their classroom or desk copies of YALSA books	National Guidelines Committee	2013	Member and staff time	Discussed during a conference call in spring 2013, but have not heard any progress as of 6/13
Increase number of places JRLYA and YALS are indexed	Communications Manager	2013	Staff time	

**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.

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 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
Create blog posts and articles that help members and others understand how research relates to their every day work	Research Committee	2012 – 2014 committee	member time	“Research roundup” blog posts were posted on the YALSAblog in Jan., Feb. and May of 2012

Implement another round of Excellence in Library Services to Young Adults	Board establishes a taskforce	2012 (taskforce established) 2013 (round implemented)	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Stipend for editor</li> <li>• Publishing expenses (printing, proofing, etc.)</li> </ul>	Doing 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
Conduct a TRW impact study that identifies best practices in TRW programming	Member taskforce	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> </ul>	TRW Evaluation TF currently working as of spring 2013
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, 6 <sup>th</sup> ed.
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	
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	Updated list posted online in spring 2013

**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 looking for library partners willing to provide raw data for use in relevant research projects.	Web Services Manager & Research Committee	2012 – 2014 committee	Staff and member time	
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	
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		

**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	Board	ongoing	• Staff and member	

Midwinter & Symposium paper presentations			time	
Explore the feasibility of funding a travel stipend for individuals to travel to nonALA conferences to inform others about research related to YALSA's research agenda	Ad-hoc board committee investigates idea and decides whether or not to develop proposal	2013	<ul style="list-style-type: none"> <li>• Cost of stipend</li> <li>• Staff and member time</li> <li>• Possible cost of travel stipends</li> </ul>	
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	
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	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

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**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 Membership Coordinator	Dec. 2011	<ul style="list-style-type: none"> <li>Staff time</li> <li>Cost of printing and mailing</li> </ul>	Completed in 12/11 and several responses received. We have followed up periodically w/ new mailings, as we learn about other faculty working 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	
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 Midwinter 2012. Sandy Sumner coordinated. The Research Committee hosted a 2 <sup>nd</sup> at Midwinter 2013. Don Latham submitted an RFP for a Research Poster Session for the 2013 ALA Annual
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 - 2013
explore the feasibility of establishing a PhD scholarship (perhaps in	Ad-hoc board committee investigates	2012	<ul style="list-style-type: none"> <li>member time</li> <li>Possibly cost of scholarship</li> </ul>	Jack Martin & Beth had an initial conference call w/ YALSA's ALISE liaison, Denise Agosto, and the executive Committee discussed the

partnership with ALISE)	idea and decides whether or not to develop proposal			idea at their fall 2012 meeting. The board will consider at their June 2013 meeting
Create and provide guidelines and best practices for members new to conducting research	Board establishes a taskforce	2014	Member time	
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
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

**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 variety of stakeholders	President organizes with board and staff support	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible costs such as conference call fees, room rental, etc.</li> </ul>	Jack Martin held 4 virtual town halls in 2012 – 2013, and Shannon will continue during her year.

**Goal 3: Continuous Learning and Professional Development**

**YALSA members and those in the library community who work for and with teens have the knowledge and skills they need to effectively serve them.**

Objective 3a: Continue offering and publicizing high quality face-to-face and virtual training opportunities for members and others that are focused on best practices and emerging trends in teen library services.

Objective 3b: Develop, disseminate and market curriculum materials based on YALSA guidelines and competencies that trainers can use at the regional, state and local levels.

Objective 3c: Seek out and implement new methods of delivering continuing education, including CE that focuses on YALSA’s Competencies for Librarians Serving Youth.

**STRATEGY:** Offer and publicize high quality face-to-face and virtual training opportunities for members and others that are focused on the basics of and best practices in teen and young adult library services. (3a)

TACTIC	WHO	WHEN	RESOURCES	STATUS
create and disseminate curriculum kits and	Program Officer for CE	Launch initial kits in 2012 and more in	<ul style="list-style-type: none"> <li>• Staff and member time</li> </ul>	Went on sale in 4/13



<p>other training tools for trainers to use</p>	<p>contracts with individuals to develop curriculum and works with Web Services Manager to disseminate</p>	<p>2013</p>	<ul style="list-style-type: none"> <li>• Design, proofing, printing costs</li> <li>• Cost of ads</li> </ul>	
<p>Adapt existing &amp;/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</p>	<p>Program Officer for CE works with CE Advisory Board to identify topics/content, then contracts with individuals to develop curriculum and works with Web Services Manager to disseminate</p>	<p>2012</p>	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Stipend for webinar &amp; e-course development</li> </ul>	<p>26academy videos are available as of 6/13</p>
<p>Adapt existing &amp;/or create customized materials (toolkits, articles, guides) targeted at librarian generalists and paraprofessionals and promote through YALSA channels</p>	<p>Program Officer for CE works with CE Advisory Board to identify topics/content, then contracts with</p>	<p>2013</p>	<p>Communication channels: a category on the YALSAblog, a column in YALS, and an email listserv, as well as through other appropriate channels, such as HRDR listservs and</p>	<p>365 Days of YA Services Taskforce established in 6/12, and submitted a document in 6/13</p>

	individuals to develop curriculum and works with Web Services Manager to disseminate		publications	
Explore connecting with colleges that offer library tech or LTA programs in order to increase reach of YALSA CE offerings	Program Officer explores option and submits report to Board	2013	Staff time	
Periodically survey members and others to find out their latest CE needs	CE Advisory Board with support from Program Officer for CE	Periodically, as warranted	Staff & member time	Implemented a YALS reader survey in 4-5/12. In 9/13 surveyed members, lapsed members and nonmembers

**STRATEGY:** Continue offering and publicizing high quality face-to-face and virtual training opportunities for members and others that are focused on best practices and emerging trends in teen and young adult library services. (3b)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Explore the development of targeted and labeled CE for "niche" interests in membership, e.g. urban libraries, small libraries, middle schools, etc.	Program Officer for CE	2013	Staff time	Offered a webinar for middle school library workers in March 2012
Move forward with providing a course for the ALA-APA LSSC	Program Officer for CE contracts with	2014	<ul style="list-style-type: none"> <li>Staff &amp; member time</li> <li>Stipend for</li> </ul>	Suspended indefinitely: effort will not generate revenue, as per PLA's analysis of their participation

program based on the YALSA competencies	individual(s) to develop curriculum		course development <ul style="list-style-type: none"> <li>• Fees to APA</li> </ul>	
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**STRATEGY:** Develop, disseminate and market curriculum materials based on YALSA guidelines and competencies. (3c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Develop, market and sell curriculum kits	Program Officer for CE contracts with individual(s) to develop curriculum	2012 - 2014	<ul style="list-style-type: none"> <li>• Stipend for content developers</li> <li>• Staff &amp; member time</li> <li>• Design fees for logo &amp; marketing materials</li> <li>• Printing costs</li> <li>• ads</li> </ul>	First 2 made available in April 2013. Info is at <a href="http://www.ala.org/yalsa/young-adults-deserve-best">www.ala.org/yalsa/young-adults-deserve-best</a>
continue to strengthen ties with state library agency youth consultants	Executive Director & Program Officer for CE	ongoing	Staff time	Implementing free quarterly webinars for them Sending out monthly emails Contact them periodically about committee appointments
explore the concept of developing a benchmark that trainers must achieve in order to advertise themselves as YALSA-recognized trainers	Ad-hoc board committee investigates idea and decides whether or not to develop proposal	2013	Member time	
Expand outreach to	Program	2013	Staff time	List development begun in spring 2013

regional library councils and staff at libraries who are designated CE coordinators	Officer for CE			
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**STRATEGY:** Seek out and implement new methods of delivering continuing education, including CE that focuses on YALSA’s competencies and guidelines. (3d)

TACTIC	WHO	WHEN	RESOURCES	STATUS
create badges for learning through the DML Competition	Program Officer for CE, Executive Director, Linda Braun, Jack Martin	2012 - 2013	Staff & member time	In progress, scheduled completion is 8/13
implement the YALSA Academy proposal	Program Officer for CE with CE Advisory Board	2012	Staff & member time	launched in January 2012. As of Jan. 2013 has 132 subscribers and 11,932 views
Explore the possibility of partnering with LIS schools to deliver CE	Ad-hoc board committee investigates idea and decides whether or not to develop proposal	2014	member time	
Explore possibility of partnering with state library associations (and/or their youth services sections) to deliver CE	Program Officer for CE	2013	Staff time	state association outreach taskforce established in 6/12 and provided a report in 2/13

Continue to work with other divisions and units to co-sponsor and co-present ALA Conference programming.	Program Officer for Events	ongoing	Staff time	2012 Presidents' program is co-hosted by ALSC & YALSA. Shannon is exploring the idea of collaborating with a Division for her 2014 President's Program.
Look for opportunities to incorporate innovative CE into the symposium	Symposium TF with Program Officer for Events	2012	Staff & member time	

**STRATEGY:** Develop methods to help members and others promote their qualifications. (3e)

TACTIC	WHO	WHEN	RESOURCES	STATUS
build out a recognition program	CE Advisory Board with Program Officer for CE	2013	Staff & member time	
Utilize ALA authorized CEU credits in YALSA CE, when feasible, such as pre-conferences and institutes	Program Officer for CE	ongoing	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Per registrant processing fee for CEUs</li> </ul>	First one will be available for the summer 2012 e-course

**STRATEGY:** Educate and engage with appropriate library administrative organizations and stakeholders as to the value of YALSA's portfolio of CE to teen and young adult services professionals and workers. (3)

TACTIC	WHO	WHEN	RESOURCES	STATUS
participate in the DML badges for learning competition	Program Officer for CE, Executive Director, Linda Braun, Jack Martin	2012	Staff & member time	Completed 3/12. YALSA was one of 30 winners & received \$75K

Work with relevant organizations, such as LLAMA, to obtain buy-in from library administrators for the recognition program	Program Officer for CE and CE Advisory Board	2013	Staff & member time	Explored the issue via a board doc at Midwinter 2013, sent a survey to YALSA members who are managers in spring 2013, offered a webinar jointly with LLAMA in June 2013, and board is considering further action at their June 2013 meeting
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**Goal 4: Member Recruitment and Engagement**

**YALSA is a stronger organization because of increased member engagement in the mission and work of the organization, and because more individuals in the library community see the value of membership and make a commitment to join YALSA.**

Objective 4a: Continue to recruit and retain YALSA members so as to expand and diversify the total membership of YALSA.

Objective 4b: Continue to establish, support, coordinate, market and recruit participants into an array of active and representative member groups (e.g. standing committees, affinity groups, taskforces) through which members can be involved in YALSA activities and initiatives.

Objective 4c: Continue to establish, support, coordinate, market and recruit participants into an array of opportunities through which individual members can be involved in the mission and work of YALSA, such as blogs, publications, surveys and events.

**STRATEGY:** Continue to recruit and retain YALSA members. (4a)

TACTIC	WHO	WHEN	RESOURCES	STATUS
implement mail campaign in conjunction with the ALA membership dept.	Membership Coordinator	Jan. 2012	<ul style="list-style-type: none"> <li>Staff time</li> <li>Cost share w/ ALA for printing &amp; mailing</li> </ul>	In Nov. the Membership Coordinator approved a proof, and mailing was set for early Dec., then delayed by ALA until Jan. YALSA's cost share was \$2K. We took in 230 new members
Implement a corporate member recruitment campaign	Membership Coordinator	summer 2012	<ul style="list-style-type: none"> <li>Staff time</li> <li>Cost for printing &amp; mailing</li> </ul>	Completed in 8/12. YALSA added 6 new corporate members at \$70 each. Will conduct another round at Annual 2013

Implement a state library association YA leader recruitment campaign	Membership Coordinator	2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost for printing &amp; mailing</li> </ul>	
identify relevant diversity focused organizations and target for member recruitment	DMP Committee with support from Membership Coordinator	2012 - 2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Cost for printing &amp; mailing</li> </ul>	
identify teen focused organizations and target for member recruitment (new advocates category)	DMP Committee with support from Membership Coordinator	2014	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Cost for printing &amp; mailing</li> </ul>	
identify ways to increase local presence, including the concept of local ambassadors, local meet-ups, happy hours, etc.	DMP Committee with support from Membership Coordinator	2012	Staff & member time	Explored the topic during Jack Martin's first virtual town hall 8/12. Issue will also be addressed via the State Association Outreach TF. Road Trip proposal being considered at MW13
continue to support effective member retention efforts (personal invitations, mentoring program, etc.)	DMP Committee with support from Membership Coordinator	ongoing	Staff & member time	
identify the current retention rate of first year members.	Membership Coordinator gets data from	2012 (after new ALA Member Director is hired)	Staff time	In the summer of 2012, Division Directors met with the Membership Director and requested that he create a number of regular member

	ALA Membership Director once that vacancy is filled			reports, including one on retention
Continue to conduct “exit” interviews for non-renewing members	Membership Coordinator	ongoing	Staff time	
Continue to reach out to non-renewing members	Membership Coordinator	ongoing	Staff time	Implemented a membership renewal campaign in 8/12 to this group and got 13 members to rejoin. Also surveyed them in 9/12 to learn more about their needs
Invite appropriate conference attendees beyond YALSA membership to YALSA sponsored events, such as happy hour and trivia night.	YALSA President	ongoing	Member time	Invited Denine Torr, of the Dollar General Literacy Foundation to serve on the National Forum on Libraries & Teens Advisory Board and to speak at Midwinter 2013.
Expand networking opportunities for members, including face to face opportunities at conferences	Membership Coordinator with Program Officer for CE and DMP Committee	2013 (Review recommendation from IG/DG taskforce and then move forward)	Staff & member time	Held a speed networking event at booth 2011 & 2012 Annual
Send a personalized mailing to members of YALSA or other youth divisions who have dropped their membership that highlights the value of	Membership Coordinator	2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of printing &amp; mailing</li> </ul>	Completed in May 2012 w/ a 5% return rate and again in April 2013 with a 1% response rate



YALSA membership.				
Expand the anniversary card effort to first year members along with a first year anniversary ribbon for conference badges	DMP Committee with support from Membership Coordinator	2013	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Cost of printing &amp; mailing</li> </ul>	
Prioritize and implement recommendations in the Self Guided marketing Plan	Membership Coordinator, Board, DMP, Communications Manager	2013 forward	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Cost of printing member brochures</li> <li>• Cost of recruitment mailings</li> </ul>	Recruitment postcard mailed 4/13, “get involved” and “how to make the most of your membership” webinars were created 4/13, new member listservs were created 5/13, Join Us & Members’ Only web pages revamped 6/13

**STRATEGY:** Continue to establish, support, coordinate, market and recruit participants into an array of active and representative member groups (e.g. standing committees, discussion and interest groups, taskforces). (4b)

TACTIC	WHO	WHEN	RESOURCES	STATUS
pilot a virtual award or selection committee	Executive Committee submits proposal to the Board for consideration/implementation	2013	Staff & member time	A revised proposal is being prepared for the board to consider at their June 2012 meeting
utilize personal contact with members to encourage them to become involved	Board, DMP Committee, Membership Coordinator	Have initial strategy discussion & training in 2012, then make an ongoing effort	Staff & member time	Waiting on this until the marketing project is complete (1/13)
target members who	Membership	2013 (after IG/DG	Staff time	

aren't involved with committees and share information about ways to get involved	Coordinator	taskforce report)		
continue to create training materials for members interested in committee service, especially selection committee service	YALSA Board with Chair support	2012 onward	Staff & member time	Online training for process chairs took place 6/14/12 and 5/30/13. Online training for incoming selection committee members and chairs took place in Dec. 2012
Expand membership communities by changing the bylaws so sections can be created within YALSA	Board with member vote	2013	Staff & member time	Change was passed 5/13 and the board will want to discuss strategies for creating affinity communities

**STRATEGY:** Continue to establish, support, coordinate, market and recruit participants into an array of opportunities for individual engagement, such as blogging, publishing, facilitating CE, leading discussion forums, mentoring and more. (4c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
analyze results from IG/DG evaluation taskforce and determine ways to strengthen participation in those groups	Board	Final report goes to board in June 2012. Analyze in 2012 and implement in 2013	member time	Report yielded no helpful information. An ad-hoc Board committee is exploring the issue and provided a report for the Board for Midwinter 2013. In spring 2013 a bylaws change was passed to streamline opt-in groups: only IGs are available to members now
create and utilize a volunteer form for opportunities other than committee work	Web Services Manager with other staff support	2012	Staff & member time	
Utilize list of YALSA protégés, Emerging	Membership Coordinator,	2012 forward	member time	Names of scholars, etc. are regularly shared with the President-Elect for appointing

Leaders, Spectrum Scholars, etc. to further involve them in YALSA activities and leadership positions	President-Elect, CE Advisory Board, Publications Advisory Board			purposes. This step is built into the annual Process Committee & Advisory Board Task List
Identify trends or needs of front line librarians and then highlight opportunities & resources for them	DMP Committee with Membership Coordinator support	2013	Staff & member time	Conducted surveys in 9/12, and implementing self-guided marketing plan to highlight opportunities to targeted audiences

**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.**

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	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

appropriate				Hosted an extern from Gettysburg College for one week in 6/12. Hired a part-timer to support the 3 <sup>rd</sup> round of Dollar General grant funds.
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	
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	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Possible cost of additional staff</li> </ul>	
Redirect financial resources to add staff (endowment \$, e.g.)	Executive Director	As possible, based on board discussion/decision	Staff time	

**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	
Explore the Junior Board	Board	2012	<ul style="list-style-type: none"> <li>• member time</li> </ul>	Proposal went to the board 1/12. The board

concept			<ul style="list-style-type: none"> <li>Possible cost of travel for jr. board &amp; stipend for coordinator, if approved</li> </ul>	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 will start 6/28/13
Investigate connecting with other organizations in order to diversify the board	Capacity Building Taskforce	2013	member time	

**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	2012 onward	Staff time	The board will consider a proposal at their June 2013 meeting

	Building TF			
create seals for Alex and TTT	Program Officer for Events	2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Design costs</li> <li>• Possible printing costs</li> </ul>	Nov. 2011: Program Officer for Events has been in touch with legal counsel and graphic designer
research and implement best practices to encourage annual giving	FAC	2012 - 2013	member time	
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
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 apply to manage a donation program to libraries
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.
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	
regularly evaluate the	Fiscal Officer	2012 onward	Staff & member time	Board is determined budget priorities for

budget to see if reallocation is needed	and Executive Director			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

**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	Contract is up with ad rep in 2013 and will review at that time
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, ad reps, etc.

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

TACTIC	WHO	WHEN	RESOURCES	STATUS
explore "YALSA recognized" concept (similar to Good Housekeeping seal of approval)	Capacity Building Taskforce	2012 - 2013	<ul style="list-style-type: none"> <li>• member time</li> <li>• If approved, cost of design of seal or logo</li> </ul>	
work with a marketing consultant to evaluate YALSA's marketing efforts and to conduct	Executive Director	2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of consultant (up to \$10K)</li> </ul>	Signed contract with North Star Strategies in 7/12 and will worked with them through 1/13

market research and implement recommendations				
refresh images/graphics that have become dated, including look of YALS, YALSAblog design and YALSA's logo	Executive Director contracts with graphic designer	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Design fees</li> </ul>	YALSAblog Advisory Board has decided on a new template, as of 6/13
Create a tag line for YALSA	Executive Director contracts with marketing consultant	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of consultant</li> </ul>	
Create a new boiler plate for use with press releases and marketing	Executive Director contracts with marketing consultant	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of consultant</li> </ul>	Done, fall 2012
Continue to promote the Best of the Best brand for YALSA's awards and lists	Web Services Manager	ongoing	Staff time	Featured on cover of spring 2012 YALS