

**YALSA Board of Directors Meeting
ALA Midwinter Meeting, Denver
February 9 - 12, 2018**

Topic: Board Development Committee Processes

Background: At the 2016 ALA Annual Conference, YALSA Board voted to expand the Governance Nominating Committee into a Board Development Committee, to support the reorganization of YALSA in alignment with the new Organizational Plan. At the 2017 ALA Midwinter Meeting, the Board reviewed and approved a proposal which provided a plan for transitioning to a Board Development Committee, and a directive was given to create a small, ad-hoc workgroup to develop a manual for the Board Development Committee that officially began work January 1st. Sarah Hill, Todd Krueger, Shannon Peterson and Sarah Sogigian have submitted the following manual for the board’s consideration and welcomes feedback before finalizing it and passing it along to the committee.

Action Required: Action

Proposal

Solidify the work of the Board Development Committee by approving this manual, understanding that it’s a working document that will be updated as needed, but at least annually.

Rationale

- The Board Development Committee will cultivate leaders within YALSA, and not just create an election slate.
- The Board Development Committee will serve from January to December, thus ensuring YALSA’s commitment to providing shorter-term opportunities for members.
- The Board Development Committee will be available year-round to help the President and YALSA Staff with leadership activities at conferences and virtually.
- The Board Development Committee will monitor the status of the Board’s composition and professional development through the Board Profiles and Board Member Assessments and make recommendations to the YALSA President and Executive Director.
- The placement of the manual online will ensure that documents pass easily from chair to chair.
- The previous overlap of board development committees was confusing, so the term has been shortened.

Measuring Impact

- As voted on at Midwinter 2017, after the Board Development Committee completes one year of work, the YALSA President will put an evaluation process in place to determine the success of the changes and present recommendations to the board for moving forward

Recommended Board Action:

- The Board votes to adopt committee manual as presented in this document, and directs the Executive Director to work with staff to put the manual and related documents online.

Additional Resources

- Governance Nominating Committee Re-Envisioning Board Document Form Midwinter 2017.
http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/BoardDevelopmentCmte_MW17.pdf
- Board & Board Member Assessment Board Document from Annual 2017.
http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/BoardAssessment_AN17.pdf

YALSA Board Development Committee Manual

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I. Overview

Welcome to the Board Development Committee. This committee ensures the health and sustainability of the organization by growing and recruiting leaders and building the board's capacity to be effective in their positions.

Committee Scope as per the YALSA Bylaws

The authority, scope and work of the committee is dictated by YALSA's Bylaws in Article VIII, <http://bit.ly/wkkvjD> (.pdf). Additionally, the authority and scope of the board, for which you're seeking candidates, is also authorized in the bylaws, in Article V. Be sure to read the bylaws carefully and understand the implications for your committee.

The official charge is as follows:

Board Development Committee: To develop in conjunction with the board activities and materials for: board orientation, ongoing board training, and annual board member self-assessments, board assessments, and board roles and responsibilities. To pay attention to board composition and needs and assess board effectiveness. To identify and cultivate members for leadership positions, and to annually develop a slate of candidates for board positions. When building the slate, seek out the most qualified individuals and provide for broad representation, as outlined in YALSA's Statement on Diversity. To educate members about governance and service on the YALSA Board, including conducting necessary outreach via an array of avenues to ensure diverse representation. To assist members in preparing for the election such as through a candidates' forum or candidate interviews. To review the process after each election and make recommendations for the next cycle. Size: 5-7 virtual members, who have governance experience, including the chair. At least one member will have served on a recent Board Development Committee, and no more than two may be current members of the Board. Term: January 1 through December 31.

Committee members, under the direction of the chair, should be prepared to reach out to the YALSA Membership to share the group's work and timeline. A critical task of this committee is to engage the membership in YALSA governance and leadership, through unbiased: outreach, personal conversations and encouragement, and honest discussions.

This handbook is organized according to the three major roles of this committee-- identifying future leaders, creating the slate, and board development. A timeline and list

of roles of responsibilities is included. At the end of the manual, a large appendix provides samples of communication to members.

Confidentiality

There is a need to maintain a high degree of confidentiality regarding all committee discussions. Do not forward e-mail to anyone outside of the committee, except to the President and Executive Director. The following items are not for public discussion at any time prior to, during, or following the selection of the award winner:

- Names and contact information of applicants
- Reasons for supporting or eliminating a candidate
- Details of the committee's vote or selection process

Conflict of Interest

Neither the chair nor any of the committee members are eligible to appear on the slate for the nomination cycle on which they are working. If a committee member has a close, personal relationship with any of the applicants, they must recuse themselves from vetting that particular application.

Responsibilities of the Chair

Duties and responsibilities of YALSA Chairs are in the YALSA Handbook at <http://bit.ly/z4CTRI>. Here are a few items unique to your role on this specific committee:

- Communicate regularly with your Board Liaison, YALSA's Executive Director and the President and seek their feedback about potential candidates
- Serving as the official spokesperson for the committee, work to keep the membership informed of the candidate seeking, slate development and election processes
- Expand your knowledge of board governance, board development, leadership development, and best practices in recruiting board members. YALSA will pay reasonable costs of professional development activities, such as webinars. BoardSource and ASAE are two examples of continuing education providers who address this topic
- Serve as project manager for planning in-person and virtual events like YALSA 301
- Direct and organize the work of the committee. Considering the BDC has three distinct tasks, it may be helpful to divide the committee into smaller working groups, each focused on a specific task.

Responsibilities of Committee Members

Duties and responsibilities of YALSA Committee Members are in the YALSA Handbook at <http://bit.ly/xJDVV0>. Listed below are a few items unique to your role on this specific committee:

Board Development Committee members:

- Publicize widely that they are seeking candidates for elected governance positions (visit <http://bit.ly/ABWug1> for publicity resources)
- Consider the criteria necessary in to successfully serve in a YALSA governance position. This includes reviewing the current makeup of the YALSA Board via the Board Profile document and determining skills that may be necessary to extend the Board's capabilities
- Periodically evaluate the Governance Candidacy Form and make suggestions to the YALSA staff liaison to the committee about how the form may be updated
- Brainstorm with fellow Committee members names of those who might be well suited for a YALSA governance position
- Recruit candidates as appropriate
- Submit names to the Committee for consideration
- Contact potential nominees to discuss standing for a YALSA governance position
- Keep in touch with the chair of the committee with information and ideas about candidates for governance positions
- Maintain the highest level of ethics and integrity at all times, including keeping committee discussions confidential
- Maintain a strong commitment to diversity, equity and inclusion, and embed that commitment in your committee work
- Refrain from putting your name forward for the slate for which you're working to develop
- Recuse yourself from vetting any potential candidates for which you have a close, personal relationship with

Overall, Committee members must be able to think strategically about what YALSA requires to have a governance team that meets YALSA's needs over the next 3 years and is able to support YALSA mission's and the Organizational and Implementation plans, ensure the fiscal health of the association and support and engage all members successfully.

Responsibilities of YALSA Staff

The Executive Director

- Clarifies policy and/or procedural questions.
- Makes updates to the board and governance portions of the website/and or printed communications as needed and/or requested.
- Provides on-boarding and ongoing support Board members.

The Membership Marketing Manager:

- Shares member information to the committee Chair as requested.
- Liaises with ALA on final election slate information.

Responsibilities of the President

Communicates with the committee Chair regarding strategic priorities which may impact committee activities. Provides input and direction on final slate and training plan. Relays information to and from the Board as needed. Provides clarification and/or feedback as requested. In collaboration with the Executive Director, makes final decisions on implementation of board development recommendations.

I. Growing Leaders in YALSA

Members don't spring fully formed from the ranks ready to serve on the board, or even to chair a committee. YALSA, through the BDC, must create a leadership ladder for interested individuals to gradually build their skills to prepare for leadership positions. The most obvious place to look for future leaders, is among the ranks of YALSA volunteers. Through their volunteerism, they have already expressed a commitment to the organization and a desire to help YALSA move forward.

Identifying members with potential

Keep in mind that members volunteer in many capacities, and in ways that do not include committee work. The BDC should be scanning the entire volunteer landscape for members who show leadership potential. Besides volunteering through advisory boards/committees/juries/taskforces, the BDC should be looking at individuals who volunteer in these ways:

- Bloggers and HQ contributors
- Contributors to YALSA's journals or books
- Help staff a YALSA booth at conferences
- Interest Group members
- Webinar, institute and e-course facilitators
- Presented a program for YALSA at the symposium or ALA conferences
- Attended National Library Legislative Day
- Participated in a Resource Retreat
- Participated in YALSA's mentoring program
- Represented YALSA on an ALA Committee, IFLA, or USBBY
- Donated to YALSA
- Sat in on a YALSA board meeting

To identify the potential leaders from the volunteer pool, the BDC should gather information from the following, at least once a year:

- YALSA staff (each staff member interacts w/ different members and member groups, so make time to talk to each one)
- Board liaisons
- President-Elect
- Blog and HQ managers
- Journal editors
- Chairs, conveners and blog team leads

This information could be gathered informally through conversations, or more formally through an online form that is developed. Regardless of how it is gathered, it should be compiled and maintained by the BDC, and shared from one committee to the next.

Once potential leaders have been identified, the next step is contacting them to:

- Alert them to appropriate entry level leadership opportunities, like chairing a committee, blogging for YALSA, or starting an Interest Group
- Find out their level of interest in entry level and more advanced leadership opportunities, and which particular ones they're most interested in
- Steer them to resources to build their leadership skills, like YALSA's mentoring program, YALSA 301 and leadership e-course series

The information you gather can be obtained informally or formally, but should be collected and shared with the BDC, from one committee to the next.

Tools to use to reach volunteers include:

- The valsacom@lists.ala.org listserv. Every member who serves on an advisory board/committee/jury/taskforce is subscribed to this list
- Listservs for bloggers (ask the blog manager to post messages on your behalf)
- YALSA's Membership Manager can send messages on the committee's behalf to certain groups of members. For example, to individuals who have been members in YALSA for X number of years.
- When ALA Connect moves to its new platform, YALSA should have access to analytics that show which members are most active in the site. Also, things like digital badges will be automatically added to members' profiles if they complete a specific task, like donate to YALSA, win an award, or complete a year of committee service
- In-person conversations at conferences and events
 - Consider volunteering in a YALSA exhibit booth

Cultivating members once they're in the leadership pipeline

Identify members who are in mid-level leadership positions such as:

- Bloggers and HQ managers
- YALSA journal and book editors
- Chairs, conveners, and blog team leads
- Mentors in YALSA's mentoring program
- Emerging Leaders
- Spectrum Scholars
- YALSA's Board Fellow
- YALSA's ALA Liaison
- Youth Council Caucus members

To help identify mid-level leaders, the BDC should gather information from the following, at least once a year:

- YALSA staff (each staff member interacts w/ different members and member groups, so make time to talk to each one)
- Board liaisons
- President-Elect

This information could be gathered informally through conversations, or more formally through an online form that is developed. Regardless of how it is gathered, it should be compiled and maintained by the BDC, and shared from one committee to the next.

Once mid-level leaders have been identified, the next step is contacting them to:

- Alert them to appropriate next level leadership opportunities
- Find out their level of interest in more advanced leadership opportunities, and which particular ones they're most interested in
- Steer them to resources to build their leadership skills, like YALSA's mentoring program, YALSA 301 and leadership e-course series

The information you gather can be obtained informally or formally, but should be collected and shared with the BDC, from one committee to the next.

Tools to use to reach volunteers include:

- The chairs@lists.ala.org listserv. Every member who chairs an advisory board/committee/jury/taskforce is subscribed to this list
- The convenors' listserv: convenor@lists.ala.org
- YALSA's Membership Manager can send messages on the committee's behalf to certain groups of members. For example, to individuals who have been members in YALSA for X number of years.
- When ALA Connect moves to its new platform, YALSA should have access to analytics that show which members are most active in the site. Also, things like

digital badges will be automatically added to members' profiles if they complete a specific task, like donate to YALSA, win an award, or complete a year of committee service

- In-person conversations at conferences and events
 - Consider volunteering in a YALSA exhibit booth

Cultivating entry and mid-level leaders will ultimately make the BDC's job easier when creating the slate, as more members will have been identified and cultivated early in their YALSA trajectory, and the committee will have more comprehensive information on members to use when identifying potential board candidates.

Considerations for the first Board Development Committee

Since there are no formal processes or customized resources for growing YALSA leaders, the BDC will want to experiment with putting these kinds of things in place and determine who should be doing the actual work—it may be possible that the BDC may want to request a short-term taskforce, and/or recruit the CE Consultant to help with this initial start-up. Think about:

- Online forms for information gathering
- Creating events, virtual or in-person. We have YALSA 101 and YALSA 301 at conferences. Does there need to be a 201? Should these things be done virtually as well as in-person?
- Would things like live or recorded webinars that can be used from year to year be helpful? For example, YALSA has a Make the Most of Your Membership recorded webinar. Should the BDC create leadership opportunities or 'what's next for you in YALSA' webinar?
- Determine what you need from the board and staff to support your work in creating a leadership ladder within YALSA
- Creating visuals for members so they can see an actual leadership ladder. For example, we have a 'Get Involved' infographic. Should there be a more customized one that shows a leadership ladder, or leadership opportunities?

II. Creating the Slate

Overview and Timeline of the Slate Building Process

The YALSA Board Development Committee (BDC) is, among other tasks, charged with developing a slate of candidates for YALSA’s Board of Directors. Per the bylaws, the Board is comprised of 17 individuals:

Position	Path to Board	Term	Status
6 officers (Immediate Past President, President, President-Elect, Division Councilor, Fiscal Officer, Secretary)	elected	3 years	voting
7 at-Large Board members	elected	3 years	voting
1 Board Fellow	appointed	1 year	voting
2 Committee Chairs (FAC, O&B)	appointed	1 year (with an option for re-appointment)	non-voting
1 Executive Director	ex-officio	continuous	non-voting

When finding candidates for the slate, the BDC focuses only on the elected positions. The President-Elect appoints the two chairs, and the Board appoints the Board Fellow. The Committee develops a slate which, per YALSA’s bylaws, includes:

- A minimum of one candidate for President-Elect
- A minimum of two or three (varies by year) candidates for Board of Director at-Large positions
- During a three year cycle the BDC is also charged with identifying a minimum of one candidate for either YALSA Division Councilor, Secretary, or Fiscal Officer.

Consult YALSA’s election schedule to find out exactly which positions your committee needs to recruit for. It is located [here](#).

If there has been a recent resignation or vacancy on the Board, check with the Executive Director to see how this will impact the slate. Per the bylaws, the Board may only appoint someone to fill a vacancy until the next election can be held. For example, if a Board member resigns part way into their first year of a three-year term, the Board can appoint someone to finish out the first year, but that position must go onto the ballot to fill the remaining two years of the term. Past practice has been to list the vacant spots separately on the ballot from the normal at-Large positions. One reason for doing this is to clearly delineate that the vacancy being filled is for less than the typical 3-year term. It also gives the BDC flexibility in recruitment.

Timeline for building the slate

Timeframe	Tasks to be accomplished
July/Aug	<ul style="list-style-type: none"> • Chair decides if he/she wants the committee to meet at the Midwinter Meeting. Contact committee members to see what their availability is and to decide on an optimal date and time, if you choose to meet. • Chair contacts YALSA's Program Officer for Conferences & Events to obtain a meeting room
Sept/Dec	<ul style="list-style-type: none"> • Chair touches base with the current chair to find out any ongoing issues or concerns and whether he or she has any names of potential candidates to pass on to your committee
January	<ul style="list-style-type: none"> • Chair has initial conversations with committee to go over your expectations, work style, the duties and responsibilities of the group, the timeline, etc. These conversations may take place at the Midwinter Meeting or can take place virtually. • Everyone reads through the resources in the committee's space in ALA Connect (http://connect.ala.org/node/128356) to build knowledge about best practices for nominating committees and encourage committee members to do so • Committee reviews the online Governance Candidacy Form and determines whether it needs updating. • Update the list of Affiliate and Round Table contacts in the Appendices • If you're attending Midwinter, see the Appendices for tips to make the most of it in your role as BDC member • Use social media and YALSA communication channels to encourage re-joining YALSA by Jan. 31 to be eligible to vote in the election
February	<ul style="list-style-type: none"> • Chair works with committee to evaluate YALSA's Strategic Plan, Action Plan and current board's Board Profile and talk to YALSA's President & Executive Director to determine which types of skills or expertise will be most needed on the board in the next 3 years. • Chair works with committee to review the previous committee's list of potential candidates for anyone who was a strong candidate but who asked to be considered at a later date • Chair posts about the nomination process on the YALSA blog, email listservs, YALSA social media, and in the YALSA eNews. • Chair informs the board of any activities, concerns or questions via the quarterly chair report

March/April	<ul style="list-style-type: none"> • As a group, begin to brainstorm and recruit candidates. • Send names to the YALSA Program Coordinator for Membership to determine eligibility. • Begin to have initial conversations with potential candidates. • As they are received, look over Governance Candidacy Forms to determine who the best candidates for the slate are. • Have follow-up conversations with potential candidates as needed. • Send email acknowledgement messages to those who have submitted Governance Candidacy Forms. • Use YALSA’s various communication channels and publications to continue to get word out about the nomination process. • Chair uses the spring Executive Committee meeting as an opportunity to get feedback about potential candidates who have already been identified and/or to brainstorm additional possibilities
May	<ul style="list-style-type: none"> • Chair keeps the board informed of progress via the quarterly chair report • Continue to look over Governance Candidacy Forms to determine who are the best candidates for each position • As a group, continue to recruit as necessary • Have follow-up conversations with potential candidates as needed • Continue to send emails to those who have submitted Governance Candidacy Forms • Chair touches base with the Award Nominating Committee Chair and exchange information about potential candidates to ensure there is no overlap
June	<ul style="list-style-type: none"> • Continue to look over Governance Candidacy Forms to determine who are the best candidates for each position • Take advantage of the ALA Annual Conference as an opportunity to have face-to-face conversations with potential candidates and/or to share concerns or get feedback from the Executive Committee • Continue to recruit as necessary • Have follow-up conversations with potential candidates as needed • Continue to send emails to those who have submitted Governance Candidacy Forms
July	<ul style="list-style-type: none"> • Chair touches base with the Award Nominating Committee Chair and exchange information about potential candidates to ensure there is no overlap • Begin to finalize the slate. Determine for certain that desired candidates have no conflicts, including that they are not running for an ALA position or any award committee position • Chair sends an up to date list of names to the YALSA Program Coordinator for Membership to confirm eligibility. This must be done before submitting the official slate to the YALSA Executive Director

August	<ul style="list-style-type: none"> • Chair keeps the board informed of progress via the quarterly chair report • Complete slate by August 31 - use the template included in the appendix to provide information on the official slate to the YALSA Executive Director • Prioritize candidates who weren't selected for the slate, if official selections somehow become ineligible or turn down the official invitation • Confirm the description, date and time for the candidate event at Midwinter with YALSA's Program Officer for Conferences & Events
September	<ul style="list-style-type: none"> • Work with YALSA's Executive Director to confirm the slate of candidates via emails to candidates • As needed, fill-in slate openings for those candidates who decided not to run • Email anyone that submitted a Governance Candidacy Form but was not selected for the slate to let them know they were not selected. Also inform them of the petition process for running for a YALSA position • Chair informs the next committee chair of any names of members who may be potential candidates for the next slate • Work with the YALSA Web Services Manager to publicize the final slate in various YALSA venues
October	<ul style="list-style-type: none"> • Submit a document for the YALSA Executive Committee with the names of the final slate for inclusion in their fall meeting packet • As needed, fill-in slate openings for those candidates who decided not to run
November	<ul style="list-style-type: none"> • As needed, fill-in slate openings for those candidates who decided not to run • Begin to plan the Midwinter candidate event • Begin to publicize candidate event at Midwinter • Begin to work with the YALSA Blog Manager on podcasts and other multimedia that will be made available to provide information to members about the candidates
December	<ul style="list-style-type: none"> • As needed, fill-in slate openings for those candidates who decided not to run • Continue to plan and publicize the Midwinter candidate event • Continue to work with the YALSA Blog Manager on candidate materials

January	<ul style="list-style-type: none"> • As needed, fill-in slate openings for those candidates who decided not to run • Host the Midwinter candidate event • Continue to publicize information on the candidates via the YALSAblog and other YALSA publications and communication channels, including the fact that membership must be current as of 1/31 to be eligible to vote in the election
Feb./March	<ul style="list-style-type: none"> • Work with YALSA’s Program Coordinator for Membership to get a sample ballot on the YALSA web site and then publicize it • Publicize information about the election process to help guarantee that members are ready to and do vote • Continue to work with the YALSAblog Manager on publishing information about the candidates
April	<ul style="list-style-type: none"> • Work with YALSA’s Board and President on messages to the membership to encourage them to vote
May	<ul style="list-style-type: none"> • Chair makes any necessary updates to this manual and/or the committee space in ALA Connect (send a copy of the updated manual to the Executive Director for YALSA’s records)

Criteria for Candidate Selection

Developing a strong slate of candidates for a YALSA governance position requires an understanding of the skills, attributes, experience, and qualities necessary to serve in a leadership position for the association. The following criteria are organized by position and should serve as one aid for helping the Committee to determine who the best candidates are for specific governance positions.

President

A candidate for YALSA President must:

- Have a passion for YALSA's mission
- Have a proven track record for displaying the highest level of integrity and ethical standards
- Have demonstrated leadership skills in some or all the following areas:
 - Successfully chaired committees for YALSA and/or other organizations that are focused on process and planning
 - Successfully planned and implemented meetings that have a process focus
 - Experience in managing both large-scale and small-scale projects
 - Managed conflicts between members of a committee or organization staff
 - Shown an ability to think strategically and at the national level
 - Shown an ability to be flexible
 - Shown an ability to be innovative in thinking and planning
- Have experience and/or knowledge of association work at a leadership level and/or not-for-profit governance
 - Understanding the fundamentals of the responsibilities of not-for-profit or association boards of directors
 - Familiarity with the legal implications and financial structure of not-for-profits
 - Proven ability to run a meeting effectively and understands parliamentary procedure
- Have a strong knowledge of ALA, the Divisions and how the relationship between the two
 - Understands how the ALA leadership is structured, including Council and the ALA Executive Board
 - Has knowledge of the financial bodies within ALA and the Division's relationship to them, including the ALA Treasurer, the ALA Endowment Trustees, BARC and PBA
- Can devote time to the work of the organization. During the presidential year the candidate should be able to set aside approximately 10 to 15 hours a week to the work of the position. During the president-elect and past president terms the candidate should be able to set aside between three and five hours a week for the work of those positions
- Be able to communicate effectively in writing and in face-to-face situations

- Be able to use social media and other communications technologies to communicate with members, Board colleagues and the library community. The person elected for this position needs to be able to check email at least once a day and respond to communication quickly
- Be able to travel to meetings and events such Library Legislative Day (In April or May during the presidential year), and as needed by the association during the three years of presidential service
- Excellent interpersonal skills and ability to represent YALSA well to the rest of ALA, to related associations and organizations, to policy and decision makers, to the press and more
- Be thoroughly knowledgeable about the mission and goals of the association and can articulate them well to others
- Can make decisions about what is best for the association while putting aside personal interests
- Have no conflict of interest that would prohibit him or her from serving on the board
- Demonstrated ability to speak and write clearly
- Have the financial means, either through work or personally, to attend every Midwinter Meeting and Annual conference for three years
- Work extremely well in a team environment

Secretary

A candidate for YALSA Secretary should:

- Have a passion for YALSA's mission
- Display integrity and ethical standards
- Have demonstrated leadership skills in the following areas:
 - Shown an ability to think strategically and at the national level
 - Shown an ability to be flexible
 - Shown an ability to be innovative in thinking and planning
 - Shown an ability to work with others to come to consensus on issues related to the work of a national organization
 - Shown an ability to complete tasks as assigned and on schedule
- Have knowledge of parliamentary procedure (ALA uses The Standard Code of Parliamentary Procedure)
- Can devote time to the work of the organization. For the duration of the term of office the Secretary should be able to devote approximately 3 hours per month to the work of the position
- Have excellent writing skills and the ability to pay close attention to detail
- Be able to communicate effectively in writing and in face-to-face situations
- Be able to use social media and other communications technologies to keep up on the work of the association and be able to communicate with members and Board colleagues. The person elected for this position needs to be able to check email at least once a day and respond to communication quickly
- Be knowledgeable about the mission and goals of the association and can articulate them well to others

- Can make decisions about what is best for the association while putting aside personal interests
- Have no conflict of interest that would prohibit him or her from serving on the board
- Ability to speak and write clearly
- Have the financial means, either through work or personally, to attend every Midwinter Meeting and Annual conference for three years
- Work well in a team environment

Fiscal Officer

A candidate for YALSA Fiscal Officer should:

- Have a passion for YALSA's mission
- Display integrity and ethical standards
- Have demonstrated leadership skills in the following areas:
 - Shown an ability to think strategically and at the national level
 - Shown an ability to be flexible
 - Shown an ability to be innovative in thinking and planning
 - Shown an ability to work with others to come to consensus on issues related to the work of a national organization
 - Shown an ability to complete tasks as assigned and on schedule
- Have a strong knowledge of ALA, the Divisions and the relationship between the two
 - Understands how the ALA leadership is structured, including Council and the ALA Executive Board
 - Has strong knowledge of the financial bodies within ALA and the Division's relationship to them, including the ALA Treasurer, the ALA Endowment Trustees, BARC and PBA
- Have successfully completed coursework and/or on-the-job experience relating to financial planning, budget preparation, analysis of financial trends, fundraising, etc.
- Has strong knowledge of best practices in the fiscal oversight of not-for-profits
- Can devote time to the work of the organization. For the duration of the term of office the Secretary should be able to devote approximately 3 hours per month to the work of the position
- Understand how the library environment and United States economy can have an impact on the financial health of YALSA
- Be able to effectively represent YALSA at ALA and other large association meetings
- Be able to communicate on topics related to the fiscal health of the organization clearly both in writing and at face-to-face meetings and events and present to those within YALSA, ALA, and the general public on the fiscal health of the association
- Be able to use social media and other communications technologies to keep up on the work of the association and be able to communicate with members and

Board colleagues. The person elected for this position needs to be able to check email at least once a day and respond to communication quickly

- Be knowledgeable about the mission and goals of the association and can articulate them well to others
- Can make decisions about what is best for the association while putting aside personal interests
- Have no conflict of interest that would prohibit him or her from serving on the board
- Can speak and write clearly
- Have the financial means, either through work or personally, to attend every Midwinter Meeting and Annual conference for three years
- Work well in a team environment

Councilor

A candidate for Councilor should:

- Have a passion for YALSA's mission
- Display integrity and ethical standards
- Have demonstrated leadership skills in the following areas:
 - Shown an ability to think strategically and at the national level
 - Shown an ability to be flexible
 - Shown an ability to be innovative in thinking and planning
 - Shown an ability to work with others to come to consensus on issues related to the work of a national organization
 - Shown an ability to complete tasks as assigned and on schedule
- Can devote time to the work of the organization. As the Councilor sits on the YALSA Board, ALA Council and the Youth Council Caucus, this YALSA Officer needs to be able to devote time to the work of each group. The person serving as YALSA Councilor should be able to devote at least five hours a week to the work YALSA and ALA Council
- Have experience with public speaking, debate and consensus building
- Be able to communicate clearly on topics related teens and those that serve them both in writing and at face-to-face meetings and events
- Be able to use social media and other communications technologies to keep up on the work of the association and be able to communicate with members and Board colleagues. The person elected for this position needs to be able to check email at least once a day and respond to communication quickly
- Have a strong knowledge of ALA, the Divisions and the relationship between the two
 - Understands how the ALA leadership is structured, including Council, the Committees of Council and the ALA Executive Board
 - Has knowledge of the financial bodies within ALA and the Division's relationship to them, including the ALA Treasurer, the ALA Endowment Trustees, BARC and PBA
- Be knowledgeable about the mission and goals of the association and can articulate them well to others

- Ability to make decisions about what is best for the association while putting aside personal interests
- Have no conflict of interest that would prohibit him or her from serving on the board
- Can speak and write clearly
- Have the financial means, either through work or personally, to attend every Midwinter Meeting and Annual conference for three years
- Work well in a team environment

At Large Board Member

A candidate running for YALSA At Large Board member should:

- Have a passion for YALSA's mission
- Display integrity and ethical standards
- Have demonstrated leadership skills in the following areas:
 - Shown an ability to think strategically and at the national level
 - Shown an ability to be flexible
 - Shown an ability to be innovative in thinking and planning
 - Shown an ability to work with others to come to consensus on issues related to the work of a national organization
 - Successfully chaired process committees for YALSA and/or other organizations that are focused on process and planning
 - Shown an ability to complete tasks as assigned and on schedule.
- Have an awareness of association work at a leadership level and/or not-for-profit governance
 - Understanding the fundamentals of the responsibilities of not-for-profit or association boards of directors
 - Familiarity with the legal implications of not-for-profits
- Have an awareness of ALA, the Divisions and how the relationship between the two
 - Understands how the ALA leadership is structured, including Council and the ALA Executive Board
 - Has knowledge of the financial bodies within ALA and the Division's relationship to them, including the ALA Treasurer, the ALA Endowment Trustees, BARC and PBA
- Can devote time to the work of the organization. For the duration of the term of office an At Large member of the YALSA Board should be able to spend a minimum of three hours per month on the work of the association
- Be able to use social media and other communications technologies to keep up on the work of the association and be able to communicate with members and Board colleagues. The person elected for this position needs to be able to check email at least once a day and respond to communication quickly
- Be knowledgeable about the mission and goals of the association and can articulate them well to others
- Can make decisions about what is best for the association while putting aside personal interests

- Have no conflict of interest that would prohibit him or her from serving on the board
- Can speak and write clearly
- Have the financial means, either through work or personally, to attend every Midwinter Meeting and Annual conference for three years
- Work well in a team environment

Along with the above criteria, Committee members will also need to consider the demographics of the Board and work to guarantee that the Board is made up of a group of people with diversity in experience and knowledge of issues affecting members of different ethnic, gender, and geographic groups. The Board must also be made up of a diverse set of members with skills outside of those generally related to libraries. These made include skills related to grant writing, strategic planning, program evaluation, advocacy, fundraising, and skills in advancing equity, diversity and inclusion.

Assessment

The committee must build their knowledge of best practices in identifying and recruiting board candidates by reading through the resources in the committee's space in ALA Connect (<http://connect.ala.org/node/128356>).

Another prerequisite for developing an effective slate is that Committee members think strategically about the broader makeup of the current board (see YALSA's [Statement on Diversity](#) below), as well as the individual skills sets which may be needed to support the fiscal health of the organization, the [Mission](#), and the current [Organizational Plan](#).

Make sure you have the current Board roster from YALSA Staff. Assess the Board which will be continuing service beyond the year for which you are developing the slate using the Board Profile information collected by the Executive Director. For example, if developing a slate for 2020, review results from those Board members who will continuing to serve in the 2020-2021 year.

As a group, discuss possible priority areas for targeted recruitment using the following questions for guidance:

- Does the Board profile adequately reflect YALSA's Statement on Diversity? If not, what gaps exist? American librarianship is statistically known to be white and female (see [2017 ALA Demographic Study](#)), and YALSA strives to be more representative of the teens we serve.

Statement of Diversity, adopted June 18, 2016

YALSA strives to be inclusive of a range of libraries and youth-serving organizations within a variety of geographic locations. YALSA further commits to being inclusive of representation from diverse cultural, ethnic and racial backgrounds, professional skill and experience levels, economic statuses, ages, ideologies, gender, sexual orientations, and abilities.

- Do you notice particular perspectives, expertise, or networks which may be lacking in the completed profile? What are they? Given YALSA's current Organizational Plan, which ones might be most pressing for the slate that you're developing?
- Think about the current make-up of the standing board committees and who is rolling off those committees. Is a certain standing board committee lacking, such as Advocacy or Fund and Partner Development? If so, then look for candidates who could be perfect fits with those standing board committees. What else is lacking on the board? School librarians? Research-focused academics? Library advocates?
- Have at least one conversation with YALSA's President and Executive Director to gain further insights as to skills and perspectives that are going to be needed on the board in the coming three years.

Recruitment

Based on what you learned in your assessment, brainstorm a recruitment plan to help you identify and engage individuals and/or groups to reach out to regarding the [elections process](#). As you seek out potential candidates, be sure to clarify that neither showing an interest to run, nor submitting a Governance Candidacy Form, implies that the individual will reach the final slate for that year.

Seeking diverse candidates, including those from beyond libraries, must be a part of your recruitment plan. At the 2017 Midwinter Meeting, the Board voted on the following: "J. Snow moved that the YALSA board accepts the proposal as presented and directs the 2018 – 2019 and 2019 – 2020 Board Development Committees to identify, vet, and recruit one advocate each to appear on the slate. C. Martin seconded. Motion passed."

The accompanying board document is Item #27, "Broadening the Board's Composition." This proposal came out of the 2015 strategic planning process, where there was agreement that opening the board to individuals from professions other than librarianship could help strengthen the board by bringing in diverse perspectives and different skill sets. An idea was put forward to change the bylaws to reserve one or

more seats for “advocates,” or individuals who supported YALSA’s mission, but who were not library staff. After careful deliberation, the Board voted instead to try and recruit advocates through the Board Development Committee, instead of going through the process of changing the bylaws.

As part of your recruitment plan, you might:

- Review the previous committee’s list of potential candidates to seek out anyone who was listed as a strong candidate, but who indicated that year was not the best timing for them
- Reach out to YALSA leadership (President, Executive Director, and Board) requesting names of potential candidates which align with current priorities
- Identify chairs, conveners and blog team leads who have demonstrated leadership abilities.
- Review current and previous recipients of state or ALA/YALSA grant and awards (especially Spectrum Scholars and Emerging Leaders), as well as grants and awards offered through funders such as the Institute of Museum and Library Services, National Science Foundation, Knight News Challenge, or LRNG
- Reach out to state and regional association divisions and interest groups that focus on diverse members and diverse topics.
- Investigate opportunities, both in person and online, to encourage members to learn more about leadership opportunities within YALSA and the process of YALSA nominations and elections.
 - Help plan and participate in YALSA leadership events at Annual and Midwinter, like YALSA 301, to formally meet and greet guests. Network at ALA conferences by working the YALSA booth and attending YALSA and ALA affiliate events.
 - Consider hosting online events like Zoom sessions and Tweetups
 - Reach out at non-YALSA events
- Review the list of recent board members and determine if it is desirable that any consider service again in another role. As per the YALSA by-laws, directors-at-large may not serve consecutive terms; however, they may serve multiple terms. Bringing an especially effective board member back onto the board, or one with highly desirable skills or expertise can also help prevent ‘brain drain’ on the board and provide some continuity
- Network with YALSA members online
- Identify individuals with a passion for YALSA’s mission and desirable skills who may not yet be members or active members, but who would be a positive addition to the board and who would be willing to become more engaged. Places to look within ALA might include:
 - other Division leaders
 - ALA Council
 - Freedom to Read Foundation board

- Recent board members from ALA Affiliates, like REFORMA. APALA has a Leaders' List to check out: www.apalaweb.org/wp-content/uploads/2015/07/APA-Library-Leaders-Roster-07062015.pdf

Places beyond ALA might include

- Library Journal Movers and Shakers
- NYT Librarian of the Year
- state library association leadership
- recent IMLS board members
- recent ULC board members
- recent ARSL board members
- womenoncall.org
- boardnetusa.org
- Read through YALSA listservs, blogs, journal articles, Tweets, etc. to identify those who might have the abilities needed to run for YALSA office
- Have in-person conversations with members at YALSA events and at state, local, and regional conferences and events
- Talk with YALSA board members and committee chairs about members who might be well suited to running for a YALSA office
- Brainstorm with fellow committee members

The identification process should be a mix of outreach to targeted individuals and open calls for people to fill out the Governance Candidacy Form. Even though people are reluctant to put their own name forward, the open calls are important, because they help build transparency into the process and because they could lead to the identification of qualified individuals that may not have been on the committee's radar. This includes posting calls through channels that reach diverse populations. One easy way to accomplish this is to adapt the sample message in the appendices and ask the YALSA Executive Director to work with the ALA Diversity Office to send it out to all the ethnic affiliates of ALA. Social media is another tool the committee can use, including Tweeting messages at specific accounts. Affiliate social media information is provided here: www.ala.org/news/connect-with-us -- check that site periodically for added social media channels from other affiliates.

Institutional knowledge is crucial to building a network of current and future leaders. The Committee will keep a *confidential* detailed spreadsheet, the **Leadership List**, of information about candidates so that information doesn't need to be "re-found" every year.

In this first year of the re-envisioned Committee, the following will need to be added to the Leadership List:

- [Previous Board slates](#)
- Previous Committee's lists of potential candidates

- Previous Board lists to determine if it may be desirable to recruit a former member for a second term. As per the YALSA by-laws, directors-at-large may not serve consecutive terms; however, they may serve multiple terms

Succession planning goes beyond building a slate and is an important role of this Committee. As members roll off the board at their scheduled times, being proactive about finding suitable replacements for each of them is important. Considerations should be made to fulfill skill sets and to consider diversity in its many forms as mentioned above. Succession planning is an ongoing process so that the Board is not scrambling to find and engage leaders. For more information about Board succession planning, see the following links:

- [Board Officer Succession Planning](#)
- [The Power of Board Succession Planning](#)
- [Diversity on Nonprofit Boards](#)
- [Diversity, Inclusion, and Equity](#)

Selection

Once the name of an individual is identified as a potential candidate, it's important to have an initial conversation with that person to find out if they are willing to run and if they have the skills and abilities to successfully serve, if elected. Email is not recommended. Speak with a potential candidate by phone or video conference.

Keep in mind that it is human nature that people liked to be asked to do something. Don't assume that someone who the committee thinks is an awesome candidate will put their name forward. They may be waiting for the invitation, or they may not quite see themselves in that role yet and need a push.

Following preliminary conversations, if an individual has confirmed their interest in board service, their eligibility to stand for election must be confirmed before the committee gets too far into the candidate vetting and selection process. Prior to submission of Governance Candidacy Forms, a candidate's name should be submitted to YALSA's Membership Marketing Manager, who will confirm eligibility. If the person is eligible, then the committee can choose to ask them to submit a Governance Candidacy Form.

Based on conversations with potential candidates, the BDC will want to use some or all of the orientation materials for in-coming board members to help potential candidates better understand what their responsibilities will be on the board. The orientation materials will be shared online by the Executive Director.

Committee members will review all Governance Candidacy Forms and contact nominees to conduct a more thorough interview, ask any questions raised by the forms

and/or to obtain additional information. Committee members will also be sure to make themselves available to answer questions that nominees may have.

During the next phase of the slate creation process, committee members will want to communicate with those who have submitted an interest in running (either via a [Governance Candidacy Form](#) or informally) to discuss logistics of the process and overarching details. To support these conversations, which are best done in-person or by phone or video conference, committee members must familiarize themselves with and be prepared to highlight content in the list of [Board Member Duties and Responsibilities](#); the [Board Member Contract](#), which outlines the obligations that successful candidates will need to adhere to; as well as [Board FAQs](#) and information on roles and responsibilities as described on the [Governance](#) page of the YALSA website. The different roles of Board members are useful to know--for example, be prepared to explain how the work of the Board Fellow/Financial Advancement Committee Chair/Organization & Bylaws Chair is almost exactly that of a Board Director, sometimes with added duties, even though the term length is shorter.

Committee members must also hold a more in-depth interview with potential candidates to gain additional information to aid the decision-making process. Oftentimes, issues like real or potential conflicts of interests do not arise until these more in-depth interviews.

Once an individual understands the obligations for the position for which they are running, they should submit a [Governance Candidacy Form](#) if they haven't already, and understand that a prerequisite for serving on the Board is membership within ALA/YALSA.

As individuals are recruited and/or forms are received, track the overall process in the Leadership List. Categories may include details such as:

- Name
- Recruited or self-nominated
- Contact information
- Priority area(s) from Board Profile addressed
- Experience
- Skills
- Committee member assigned
- Contact date(s)
- Notes
- Submitted form?
- Position best fit

- Communication details with Committee

It is helpful to house candidacy forms in a shared location for all committee members to view.

Because the official slate is due to the YALSA Office by August 31 of each year, the committee should be prepared to make their decision on a final slate of candidates a minimum of a month prior to that time. To do this:

- Revisit the [criteria for each position](#) and weigh the candidates' ability to thrive in that scenario based on the information that you have
- Rate the degree to which each candidates' answers reflect organizational priorities, as clarified in the [Mission, Vision, and Intended Impact Statements](#)
- Decide which candidates best align with the needs identified in the Assessment portion up above
- Follow up with additional phone calls with potential candidates, as needed, to get clarifications, additional information, etc.
- Request feedback from the Executive Director and President

Once the committee has determined a final slate of candidates, communicate with those individuals who the committee has selected for the slate to confirm they are still interested, and then congratulate them and clarify next steps. Then send the slate to the Executive Director in the template provided by her. At this point she will contact all the candidates, per the Bylaws, to obtain a written confirmation that they have agreed to run. It is not uncommon for someone to change their mind at this point, so the committee should expect to have a Plan B ready for each position, so that the slate can be quickly finalized.

Once the Executive Director has obtained positive confirmations from all the candidates, the committee must contact those who were not chosen by the committee for the slate. The message must include information about how to run as a petition candidate, should they desire to pursue that option. Also, provide some guidance to the unsuccessful candidates that's tailored to their interests and skills. If appropriate, encourage those not selected to attend YALSA 301 or other leadership events, and to continue to try again in the future. Ask candidates who weren't chosen if they would be willing to be contacted again in the future by upcoming Board Development Committees. Offer to have a conversation with the member to talk about what next steps would be helpful to the member in terms of moving up YALSA's leadership ladder. As appropriate, share information about those not selected with the President-Elect to help him/her with appointments.

Now that the slate is finalized, the Committee will share the information to members, remaining unbiased and impartial in all communications.

- Promote slate of candidates to local YALSA members via in person and electronic means.
- Plan and host opportunities, in person and online, to introduce candidates to members. Other events, such as introductions at the YALSA Happy Hour, interviews conducted by the YALSAblog manager, a Twitter discussion, or a webinar are viable options

Preparation for the Election

Work with the Executive Director to prepare the candidates for the election and connect with the Communications Specialist to create and send out messages to the membership to inform them about the candidates and the election process. This includes:

- Submit a document for the YALSA Executive Committee with the names of the final slate for inclusion in their fall meeting packet
- Begin to plan how what opportunities you will provide so members can get to know the candidates
 - Consider holding an online town hall with candidates so members can get to know them and ask questions
 - Begin to work with the YALSAblog Manager on podcasts and other multimedia that will be made available to provide information to members about the candidates
- Work with YALSA's Program Coordinator for Membership to get a sample ballot on the YALSA web site and then publicize it
- Publicize information about the election process to help guarantee that members are ready to and do vote

III. Board Development

It's essential that board members continue to build leadership and association governance skills throughout their time on the board. At any time throughout the year, the Committee may be called upon by the President and the Executive Director to help with training for the current Board. The previous Committee will have a list of topics that are needed due to the results of the current year's Board surveys.

In the past, YALSA's Board of Directors has joined BoardSource as an organizational member. The membership renewal comes up each summer, and YALSA's Membership Marketing Manager works with BoardSource to renew the membership and provide access to new board members. This organizational membership provides each board

member with regular e-blasts, access to free and discounted webinars, discounts to in-person trainings and publications, and more.

First Year Board Members

First-year board members are expected to fully participate in the work of the board; however, the reality is that there is a learning curve that board members must overcome before being able to fully engage in board work. Therefore, it's in YALSA's best interest that the learning curve is as short and easy to overcome as possible. Learning activities for first year board members include:

- **Packet:** after the election, YALSA's Executive Director sends a welcome packet to all incoming Board members. The Executive Director will ensure that all orientation packet materials are online and provide access to the BDC. The committee, when requested, can provide input to update the documents each spring. Besides using the documents to on-board new board members, the BDC will also want to use some or all of them during the slate building process to help potential candidates better understand what their responsibilities will be on the board.
- **In-person orientation:** there is typically an orientation session on the Friday just prior to the official start of ALA Annual, which in the past has been organized by the President-Elect and Executive Director. The BDC Chair should discuss the possible topics with the incoming President to help plan the orientation at Annual. In the past, Immediate Past Presidents and the current President were given a role in the orientation. Moving forward, the President could ask for Committee members to help with certain topics (the organizational plan, for example).
- **Self-assessment:** first-year board members are expected to complete a self-assessment, which they can then use to determine what areas of learning and skill-building to focus on for their first year. The document is meant to be a personal tool for individual board members to use, and is not expected to be shared out, unless the board member chooses to do so. The BDC will want to review the self-assessment periodically and update it as needed.
- **Mentoring:** the President-Elect matches new board members with recent or current board members to be their mentor for their first year. The mentoring activities can center as much or as little around the [Board Member Self-Assessment](#) as the mentee desires. The mentor and mentee are encouraged to communicate throughout the year, but it is emphasized that the onus is on the mentee. Monthly reminders and discussion prompts can be shared by the BDC with the mentees. The BDC will want to review the mentor and mentee guides periodically and update them as needed.
- **Professional development:** the President with input from the BDC will want to decide what follow-up trainings are needed for first-year board members beyond

the initial in-person orientation that YALSA should provide. These can be determined by gathering input from first-year board members, observing their challenges and questions, reviewing board surveys and the board profile sheets, and more. The timing of the trainings should be carefully considered. Six to eight weeks into their first year can be a good time, as well as just prior and/or just after Midwinter. See Appendix G for a list of possible topics for New Board Member Trainings. The BDC can work with the President to decide which format would be best to deliver trainings, including in-person meetings, virtual discussions, self-paced online learning and more. The Board Wiki has a Professional Development section that the Executive Director updates periodically.

Continuous Learning for all Board Members

To best serve the membership, development of skills that foster excellent service on a not-for-profit board allows for a more seamless transition among members of each year's board. A continuum of learning (self, board, organization) provides YALSA with a strong foundation of Board members who are familiar with and strive to attain the same goals, and as such communicate with the same language.

Board members should continuously be encouraged to develop skills that makes them better understand the mission and vision of the organization along with comprehension of general nonprofit board topics (see appendix G). Resources include external sites that provide training, articles, turn key resources and more. The BDC will want to compile a calendar of relevant trainings and share it with the Board. The BDC should also be on the lookout for new training opportunities that arise during the year, and update the calendar as needed. A special emphasis should be placed on learning opportunities from BoardSource, as YALSA's organizational membership covers some or all of the cost of many of these opportunities. These learning opportunities should be encouraged by the President and shared with the board. Monthly Board chats can include development activities, as appropriate.

After the election results, the Committee will distribute the [Board Assessment Rubric](#) to each board member and compile the results. Together with the compiled results of the Board Member Profile, the BDC can make recommendations to the President as to what continuing education (CE) topics should be the priority for the year. An editable version of the both are in the Appendix. The Committee will also want to recommend the best format or delivery tool for particular CE topics.

Learning from Seasoned Board Members

The BDC will conduct Board Member exit interviews to ensure the BDC, Board and YALSA staff understand what worked and what didn't during a Board member's tenure.

The BDC is responsible for managing this process after Annual and sharing an analysis of the results with the Board. This information will also be used by the Committee so that necessary changes to Committee processes can be made.

IV. Resources

Additional resources can be found in the Governance Section of YALSA's web site, in the subsection called Get Involved in Governance:

www.ala.org/yalsa/workingwithyalsa/governance

Template for submitting final slate to the YALSA Executive Director via this [Google Spreadsheet](#)

[YALSA Election Information](#)

[Election FAQ](#)

[Nominating Committee](#)

[Governance Nominating Form](#)

[Petition for Election Slate Form](#)

[Organization & Bylaws Committee](#)

[Strategic Planning Committee](#)

[Request for Board Action Form](#)

[Why You Should Run for ALA Council](#) (PDF)

[Board Fellow Program](#)

Appendix A

Topics to cover when having conversations with potential nominees.

When talking to potential candidates topics to discuss:

- Ask potential candidates read through the appropriate information in the YALSA Handbook before the call: the duties and responsibilities of the position information on these can be found in [YALSA's Handbook](#),
 - [Responsibilities for Executive Committee Members](#)
 - [Duties and Responsibilities of Board Members](#)
 - [Benefits of Board Membership](#)
- Make sure the potential candidate knows what time frame his or her service will cover. For example, someone who runs for the Board, if elected, will start service at Annual in the year of the election and continue for three years completing service at Annual three years later. (Someone elected in 2023 will serve through Annual 2026.)
- Ensure the potential candidate understands the requirement to travel to Midwinter and Annual, and that YALSA/ALA does not pay for their travel. You can direct people to the ALA web site so they can see what the [future dates and locations](#) of conferences are.
- Explain the slate building process to the candidate. For example, the Committee is collecting names of potential candidates, will review Governance Candidacy Forms, have more conversations with potential candidates, and then build a slate of candidates. The slate must be submitted to YALSA by August 31. You can also suggest that the potential candidate read through the [information on the YALSA website regarding the election schedule/process](#).
- Make sure to note that the conversation does not mean the person will be on the slate. It's just a first step in a longer vetting process.
- Ask questions about why they want serve in the position, including what the potential candidate thinks are their qualifications for candidacy. We don't need to go through the same information that is on the nominating form, but this could give you some insight for the committee when it's time to winnow down the list to the final selections. Use the criteria included in this manual to help frame the conversations.
- If the person is interested and you think they are a good potential candidate, send a follow-up email with any additional information that may be of use to them, based on the topics of conversation, as well as the URL for the Board Candidacy Form, if they have not already filled it out.

Sample Questions to Ask Potential Board Candidates:

- How does the current term of the position fit in with your other responsibilities?
- What standing board committee might be a good fit for you and why?
- How do you think your strengths and weaknesses fit into the current Board?
- Regarding YALSA's Organizational Plan, what parts most interest you? In looking at the Learning Plan, what areas do you feel would be a priority for you to build your knowledge around?
- What motivates you?
- Why are you interested in committing your time and energy to us in this particular way?
- What do you think are the characteristics of a successful board member?
- What experience do you have with strategic thinking?
- What prior leadership experience do you have?
- Talk a bit about your experience working with teams and building consensus.
- What questions or concerns about board service do you have at this time?
- YALSA Board work is conducted year-round via online tools—what strategies do you use to work successfully in a virtual environment?
- What questions do you have for me, or what would you like me to go into more detail about?
- An example of a possible conflict of interest would be if you worked for a vendor that directly competes with a YALSA product or service in some way. Do you think you might have any conflicts of interest that might prevent you from serving on the board? If so, what might they be?

Appendix B

Template and guidance for the committee to use when brainstorming candidates.

Looking for a spreadsheet example to use when gathering candidates? Try this [Google Spreadsheet](#).

Personal Characteristics to Consider

Ability to:

Listen, analyze, think clearly and creatively and express their perspectives diplomatically and forthrightly, work well with people individually and in a group.

Willingness to:

Prepare for and attend board meetings, ask questions, take responsibility and follow through on a given assignment(s), contribute personal and financial resources according to circumstances, open doors in the community, evaluate oneself.

Commitment to developing certain skills if they do not already possess them:

Take a self-assessment and develop a personal learning plan. Seek out and participate in professional development activities. Share what you've learned with your peers on the board.

To possess:

Honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, strong personal integrity, a developed sense of values, concern for YALSA's development, a sense of humor.

Other characteristics that may be important:

- People who will work; well-known people who may lend only their names; people who are “on the way up” in the library community, but not already overcommitted; well-positioned community leaders who will contribute “time, talent, and treasure,” or to put it another way, “work, wealth, and wisdom;” leaders who can and will “give and get.”
- Active, involved, and mature young leaders, such as alumni/ae from national leadership training programs.
- Upper-level and middle-level managers of corporations. (If you want a particular corporation represented on your board, you might ask its CEO for a recommendation from top management).
- Able to think big picture and remove themselves from the day-to-day life of libraries.
- Not scared to take risks and willing to state that a mistake was made.

Appendix C Marketing Tools and Messages

It is important to post calls through channels that reach diverse populations. One easy way to accomplish this is to adapt the sample message in the appendices and ask the YALSA Executive Director to work with the ALA Diversity Office to send it out to all the ethnic affiliates of ALA. Social media is another tool the committee can use, including Tweeting messages at specific accounts. Affiliate social media information is provided here: www.ala.org/news/connect-with-us -- check that site periodically for added social media channels from other affiliates.

Name	Organization	Role	Email	Organization's Twitter
Naomi Bishop	American Indian Library Association	President	naopoleon@gmail.com	No Twitter account, but a Facebook page
Dora Ho	Asian/Pacific American Librarians Association	President	dora4ala@yahoo.com	@ala_apala
Denyveta Davis	Black Caucus of ALA	President	deebmw@yahoo.com	@BC_ALA
Lian Ruan	Chinese American Librarians Association	Executive Director	lruan@illinois.edu	No Twitter account, but a Facebook page
Mimi Lee	EMIERT	Chair	mlee@njstatelib.org	@ALA_EMIERT
Jennifer Maguire-Wright	GLBT-RT	Chair	jen@jenw.net	@GLBTRT
Tess Tobin	REFORMA	President	president@reforma.org	@reformanational

Sample Email

Dear <insert name of potential candidate>,

Thank you for submitting your name as a candidate for the position of <insert position> on the <insert election year> YALSA slate! We greatly appreciate your interest in YALSA and your willingness to lend your time and talents to the organization.

The Governance Nominating Committee is currently reviewing all Governance Candidacy Forms to develop a slate of candidates will best meet the needs of YALSA over the next three years. It is possible that a Committee member will be in touch with you sometime during the next few weeks to talk about your potential candidacy.

The official slate is due to the YALSA office by August 31 of this year. In the meantime, I would encourage you to continue to learn all that you can about what serving on YALSA's board entails. A good place to start is from the Governance section of YALSA's web site: www.ala.org/yalsa/workingwithyalsa/governance and to review these pages:

- [Responsibilities for Executive Committee Members](#) or [Duties & Responsibilities of Board Members](#)
- [Benefits of Board Membership](#)

If you are selected for the slate, you will be contacted in early September by the YALSA Executive Director to confirm your candidacy. If you have any questions at any point feel, please free to get in touch with me at the email listed below. I would be happy to answer your questions.

Sincerely,

<Name of YALSA Nominating Chair>
YALSA Board Development Committee Chair
<insert email address of the chair.>

Sample email to those who were not selected to run for Board

Dear <insert name of member>

Thank you for putting your name forward to run for the YALSA Board on the <insert year of election> slate. We greatly appreciate your interest in YALSA and your willingness to lend your time and talents to the organization at this high level. The Board Development Committee had some tough decisions to make in determining the slate for next year and have selected other candidates to run for the Board at this time. The Committee looks at the whole board and strives for inclusiveness in terms of:

- A balanced geographic distribution of members
- Representation of all library types (school, public, academic)
- Inclusion of both younger and older adolescent focus of board members
- Representation of a variety of expertise of board members

- Diversity of board members in terms of age, gender, ethnicity, etc.

Not being put on the slate at this time does not mean you are not qualified; rather, it could mean that your mix of skills and interests were not a good fit for the board right now. I'd be happy to set up a call to talk with you about this, should you like to know more.

If it interests you, you do have the option to petition to be placed on the ballot as a petition candidate. To do so you need signatures from 1% of current YALSA members and the petition needs to be submitted to YALSA no later than <insert date for current year>.

The **petition** form is available on the YALSA website at <insert URL for current petition form>.

As you may know, YALSA has a lot of other leadership opportunities for members to participate in, and I'd be happy to talk with you about what those other possibilities are. Let me know when you would like to set up a phone call and together we can figure out what your next steps are in YALSA. You are also more than welcome to chat with YALSA's President or Executive Director.

Thank you again for your interest in a Board position. YALSA works because of members like you! I look forward to hearing from you.

Sincerely,

<Name of YALSA Nominating Chair>
YALSA Board Development Committee Chair
<insert email address of the chair.>

Appendix D

Checklist for Conferences

While committee members are not required to attend conferences, those who are should take advantage of the opportunity to accomplish some of their work.

Prior to Midwinter

- Read over YALSA's resources for your committee and familiarize yourself with the timeline and process for identifying, vetting and securing candidates
- Contact the Executive Director to get a handout you can use to recruit people and raise awareness about the nomination process

- Identify events and meetings that would be good to attend to seek out potential candidates and get the word out about the nomination process. Consider events such as:
 - YALSA 301
 - YALSA Member Happy Hour
 - ALA Diversity & Outreach Fair
 - JCLC Reception
 - Emerging Leaders Mix & Mingle (for alumni & current ELs)
 - Chinese American Librarians' Association Poster Session
- If you already know of specific potential candidates that you'd like to connect with at conference, contact them to set up a meeting. If you need formal meeting space, reserve something in the Networking Uncommons through the ALA conference web site, or meet in the ALA office area at YALSA's table
- Volunteer for a time to staff YALSA's exhibit booth, so you can meet people and talk about the nomination process
- Pack business cards to hand out

At Midwinter

- Get a YALSA member badge ribbon and wear it so you're easily identified
- Distribute the handout(s) to anyone who is interested in nominating themselves, or who seems like they have potential
- Attend events and meetings that would be good to attend to seek out potential candidates and get the word out about the nomination process.
- Meet with potential candidates. If you need formal meeting space, reserve something in the Networking Uncommons through the ALA web site, or meet in the ALA office area at YALSA's table
- Volunteer in YALSA's exhibit booth
- Talk with current Board members to see what recommendations they have for potential future Board members
- Use the conference hashtag to Tweet about your role at conference looking for potential candidates. For example:
 - Interested in serving on @yalsa's board next year? Find me at #alamw17 and let's talk! In the meantime, read this <http://ow.ly/G28d300FeRj>

After Midwinter

- Share out any findings with your committee
- Follow up with any potential candidates who you interacted with at the conference

Prior to Annual

- Identify events and meetings that would be good to attend to seek out potential candidates and get the word out about the nomination process. Consider events such as:
 - YALSA Member Happy Hour
 - ALA Diversity & Outreach Fair

- JCLC Reception
- Emerging Leaders Mix & Mingle (for alumni & current ELs)
- Chinese American Librarians' Association Poster Session
- Contact potential candidates to set up a meeting. If you need formal meeting space, reserve something in the Networking Uncommons through the ALA conference web site, or meet in the ALA office area at YALSA's table
- Volunteer for a time to staff YALSA's exhibit booth, so you can meet people and talk about the nomination process
- Pack business cards to hand out
- Reach out to the Division and Membership Promotion Committee Chair and ask them if you could have a few minutes to speak at YALSA 101 about board service
- Invite serious candidates to sit in on the new board member orientation on Fri. and board meetings so they can get a first-hand account of what board service is like

At Annual

- Get a YALSA member badge ribbon and wear it so you're easily identified
- Distribute the handout(s) to anyone who is interested in nominating themselves, or who seems like they have potential
- Attend events and meetings that would be good to attend to seek out potential candidates and get the word out about the nomination process.
- Meet with potential candidates. If you need formal meeting space, reserve something in the Networking Uncommons through the ALA web site, or meet in the ALA office area at YALSA's table
- Volunteer in YALSA's exhibit booth
- Talk with current Board members to see what recommendations they have for potential future Board members
- Use the conference hashtag to Tweet about your role at conference looking for potential candidates. For example:
 - Interested in serving on @yalsa's board next year? Find me at #alaac17 and let's talk! In the meantime, read this <http://ow.ly/G28d300FeRj>
- Speak at YALSA 101, if the chair agreed to put you on the agenda

After Annual

- Share out any findings with your committee
- Follow up with any potential candidates who you interacted with at the conference

Appendix E: Possible Training Topics for First Year Board Members

What does it mean to be a board member?

Can leverage the following resources, as appropriate:

- Responsibilities for Board Members handout
- Board Essentials handout
- Board Member Contract
- Confidentiality and Conflict of Interest Form
- [Monthly Checklist for Board Members](#)
- [Standing Board Committees](#)
- [List of Chair & Board Liaisons](#)
- Six Key Attributes of Board Members (ASAE)
- [Preparing for and Participating in Board Meetings](#)
- [Organizational Plan Overview](#) - [Implementation Plan](#) (will need to update links annually)
- Fiscal Matters
 - [YALSA Finances Primer: 10+ Things to Know](#)
 - [YALSA's 2014-2017 Business Plan](#)
 - Board responsibilities for finding funding and development partners
- Advocacy
 - [Advocacy Toolkit](#) - 2017
 - How the Board acts as YALSA's biggest advocates

Association Governance

- [Professional Development](#)
- Association - A group of people who voluntarily come together to solve common problems, meet common needs, and accomplish common goals - ASAE
- Guidance for Board Mentees
- Executive Director role and the Board's role
 - Board - Set organizational direction, strategic thinking & planning, set the mission & vision, establish organizational values, approve operational plans, ensure necessary resources, promote positive public image, provide oversight, measure progress, monitor programs
 - ED - works for the Board, the staff work for the ED, institutional memory, translate strategy into operation, implement change, develop and manage budget, review/update procedures, serve as communication link
- How being on a Board is different from your day job
- Review of [previous conference's board documents](#)

- What will earn engagement from volunteers? (ASAE)
 - Working on things that matter to them
 - Demonstrating the work is making a positive difference
 - Providing an enjoyable opportunity for involvement
- [Good Governance graphic](#)
- BoardSource's [12 Principles of Governance that Power Exceptional Boards](#)
- Big ALA and YALSA's role in it
- YALSA's Strategic Plan
- [BoardSource](#)
- [ASAE](#)
- [National Council on Nonprofits](#)
- [Center for Nonprofit Excellence](#)

Board Culture and Processes

- [Guidelines for Board Meetings](#)
 - Responding promptly
 - Offering comments constructively
 - "Disagreement isn't the same thing as disagreeable."
- Board Mentoring Program
- Building a New Member Cohort
- Social and Emotional Learning
- [Board Calendar](#)
- Members will respect governance they perceive to be credible and legitimate (ASAE)
- [Handling Member Concerns](#)
- [Advancing Diversity Board Document](#) - 2017

Appendix F: Sample templates for promotion

eNews Sample Post #1

Interested in Serving on YALSA's Board of Directors?

The YALSA Board Development Committee is looking for candidates for next year's slate for the following positions: <list of what is needed.> Successful candidates will stand for election in the spring of <year> and begin their term during at the ALA Annual Conference <city, state>.

For more information on the responsibilities of each role on the Board, please visit the [Governance](#) page which includes some handy links under the topic Get Involved in Governance.

Are you ready to put your name forward? Please [submit the online nomination](#) form.

Not quite ready yet? Please feel free to contact, <name>, Past President and <year> Board Development Committee Chair at <email> with any questions or to request additional information. They will also be at the Annual/Midwinter meeting in <city> if you'd like to set up an in-person chat!

Longer Blog Post #1

Associations function because of the work of their volunteer members, and every year YALSA, with its more than 4,700 members, looks for dedicated members to stand for various elected [board](#) positions. This year we are looking for candidates for **<Director-at-Large, Secretary and President.>** Successful candidates will stand for election in the spring of <year> and begin their terms during the ALA Annual Conference <city, state>.

But who finds these candidates? YALSA has a Board Development Committee made up of several dedicated members (I'm one of them). Among other tasks, the Board Development Committee develops a slate of board candidates for the election.

Each board slot has specific requirements and the Board Development Committee looks for the perfect match for each slot. We look for [diversity](#) in the candidates: geographic locations, cultural, racial, and ethnic backgrounds, professional skill and experience levels, economic statuses, ages, gender, sexual orientations, and abilities. It is this mix that allows YALSA to make sure we are inclusive, innovative, educational,

professional, and fun. YALSA's Board also leads the [Organizational Planning](#) process, and we're always looking for candidates with expertise in the plan's areas of focus.

The Board Development Committee starts its work by reviewing what the requirements are for each available slot and studying the current composition of the Board. Committee members then comb resources, such as the Committee Volunteer Forms members submitted looking to see who has experience in and wants to do what kind of work. We also rely on members to nominate their colleagues or themselves by filling out the Governance Candidacy Form <insert link>. Committee members strive to learn about the kind of out skills and experiences members developed outside of YALSA, too, because these characteristics contribute to making boards great. The group discusses desired skills and qualities in possible candidates as well as any members known to the Committee who have demonstrated these skills and qualities. Gradually, a list of potential candidates is developed, based on these discussions, members who self-identify by filling out the nominating form, and review of recent committee volunteer forms.

Next, Committee members discuss with potential candidates the possibility of standing for a YALSA elected position, learn more about them, and answer questions they may have. Eventually a final slate is brought to the YALSA Board by the end of the summer. Of course, I didn't mention that throughout this process we work closely with the YALSA Office. YALSA Staff members make sure each candidate is eligible to run by confirming the member hasn't taken on more YALSA/ALA commitments than ALA policy allows, will not be serving concurrently on a YALSA award committee and the board (per YALSA policy), and is a current YALSA member.

Serving on YALSA's board allows members to utilize their leadership skills in a team environment to advance the work of YALSA. Being a Board member involves commitment and prioritizing. Every library looks for staff that demonstrates these kinds of skills and it's a win-win situation for libraries to support this kind of volunteerism in YALSA. So, if you think board service is the next step for you in your YALSA trajectory, think seriously about the requirements and why you want to do it. If you think you are ready say "yes" by filling out the Governance Candidacy Form. We hope you do!

If you have any questions feel free to contact the <insert year> Board Development Committee Chair, <insert name and email>

Sample email to candidates suggested by others:

<first name of potential candidate>,

It is the task of the Board Development Committee between now and Aug. 31st to develop a list of candidates for the YALSA Board for the spring election. You are receiving this email because your name has been suggested to the committee as someone who may be interested in this opportunity and who has the skills, background, and experience to be successful. The committee hopes that this opportunity interests you!

We are currently recruiting for the following positions: <Board Member At Large, Secretary, and President. All require a three-year commitment, to commence during Annual 2019 and to at the close of Annual 2022 >

If you are interested in board service, you should review the following:

- [Benefits](#) of YALSA Board Service
- [Scope and Responsibility](#) of the YALSA Board
- Current [YALSA Organizational Plan](#)
- [Brief FAQs](#) about YALSA's election process

If this opportunity seems like a good fit and you will have no major conflicts of interest for a potential <term years> term, we highly encourage you to complete the online [governance candidacy form](#) by July 1st: After completing the form, a committee member will be in touch to have a conversation with you to learn more about your interests and skills. Please note that by completing the form, you are simply indicating your interest in serving on the board. Completion of the form does not guarantee automatic placement on the election slate.

If you have further questions about this or any other information related to putting your name forward for the next YALSA election, please do not hesitate to contact YALSA's <year> Board Development Committee Chair <name> at <contact email and phone>

Thank you for your support of YALSA!

Respectfully,