

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

Topic: Capacity Building

Background: The YALSA Board identified capacity building as a priority for the Division in the Strategic Plan Goal #5: YALSA has the resources it needs to fully support and fund projects relating directly to its mission and strategic plan. Objectives 5(a) through 5(d) and corresponding Strategies of the Strategic Plan provide additional direction for capacity building. The Capacity Building Taskforce has provided a report below for the board’s consideration.

Action Required: Discussion

At the Fall Executive Committee Meeting in October 2012, the Executive Committee discussed (Topic: Building Capacity, Item #11) what is and what isn’t capacity building and the following is an excerpt from Item #11.

- According to the National Council of Nonprofits...”nonprofit capacity building refers to activities that improve and enhance a nonprofit’s ability to achieve its mission and sustain itself over time.”
- “Nonprofits have an obligation to seek new and even more effective ways of making tangible progress towards their missions, and this requires building organizational capacity. All too many nonprofits, however, focus on creating new programs and keeping administrative costs low instead of building the organizational capacity necessary to achieve their aspirations effectively and efficiently.” –excerpt from *Effective Capacity Building in Nonprofit Organizations*
- According to the National Council of Nonprofits, the need for nonprofit capacity building is vitally important right now because the economic downturn is dramatically impacting the ability of nonprofits to serve individuals and communities.

The YALSA Board appointed a Capacity Building Taskforce to work with staff, the Board, Fiscal Officer, Financial Advancement Committee (FAC), and other YALSA groups as appropriate in order to facilitate the implementation of the Capacity Building goal in the Strategic Plan. Establishing capacity building as a priority for YALSA is timely and provides an opportunity to develop Division sustainability and future growth. A key criterion to keep at the forefront is outcome measurement. Are YALSA products producing measurable:

1. “changes in attitudes, knowledge, skills, behavior, social position attained or risk factors;
2. relevant to the needs of the target population; and

3. sustained.”¹

The YALSA Board has been assessing existing programs offered by the Division. In addition, the YALSA Board charged specific Task Forces and Committees to evaluate identified programs. While the assessments are underway, the Capacity Task Force is continuing to work on identifying new funding to sustain existing programs and future growth. An important piece of this process is aligning program priorities with new funding opportunities, e.g., establishing YALSA’s mission-critical programs.

Recommendation 1: Assessment of YALSA Products (Programs), e.g., Mission-Critical Priorities

In order to successfully identify and cultivate new funding sources, it is critical that YALSA’s programs and services be prioritized so that the Capacity Building Task Force can effectively search for new funding for the higher priority items first and then follow with the lower priority programs and services. This will ensure that existing and future programs identified as high priority have adequate funding and sustained.

Recommendation 2: Capacity Building Phases

The Capacity Building Task Force has outlined the following project phases for the next several months:

- Prioritization of current and future YALSA programs and services – *June-July 2013*
- Research and identify funders, grants, and other revenue that align with YALSA programs and services as prioritized – *July – September 2013*
- Research and identify potential partners whose mission and goals align with YALSA’s – *September-November 2013*
 - Grant sponsors/partners
 - Projects and initiatives
- Research and identify sources for interns, pro bono opportunities, and volunteer organizations who can provide support to the YALSA Division in a variety of capacities – *October – November 2013*

Submitted by:

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Additional Resources

- Capacity building, www.councilofnonprofits.org/capacity-building
- *Effective Capacity Building in Nonprofit Organizations*, www.vppartners.org/sites/default/files/reports/exec_summary.pdf (.pdf)
- Organizational Capacity Assessment Tool, <http://caseygrants.org/resources/org-capacity-assessment/>
- YALSA Executive Committee fall meeting document #11, <http://ow.ly/me5wv>

¹ David E.K. Hunter. Working Hard & Working Well—A Practical Guide to Performance Management. Hunter Consulting, p 46, 2013.