

**YALSA Board of Directors Meeting
ALA Midwinter Meeting, Seattle
January 25 - 29, 2013**

Topic: Executive Director’s Goals for FY13

Background: At each Midwinter Meeting the Executive Director submits her goals to the Board. It is the responsibility of the Board to provide her immediate supervisor with feedback about the Executive Director’s performance at the end of each fiscal year. The goals can help guide the feedback the Board provides.

Action Required: Consent

There are 3 sets of goals included in the following chart: ALA’s goals, YALSA’s goals and the Executive Director’s personal goals. YALSA’s goals are developed based on the ALA Goals, ALA Strategic Plan and YALSA Strategic Plan. The Executive Director’s goals are developed based on the YALSA Strategic Plan and YALSA Goals.

FY13 Organizational & Unit Goals

Efficiency & Improvement

Goal	Accountabilities	Performance Measures
ALA: Demonstrate an increase in member satisfaction above the baseline established in FY 2012. ...		
YALSA: By August 31, 2013, YALSA will increase its knowledge of member needs and better position itself to conduct strategic and impactful outreach and marketing efforts to members.	<ul style="list-style-type: none"> • Implement a marketing project in conjunction with a marketing consultant • Membership is surveyed in order to gauge member needs • Staff and member leaders develop a marketing plan in conjunction with the marketing consultant 	<ul style="list-style-type: none"> • Self-directed marketing plan is completed and implementation on it has begun
Personal: BY: By Aug. 31, 2013, I will have worked with member leaders and staff to reorganize board and staff work in order to increase efficiency and to provide time for new marketing efforts.	<ul style="list-style-type: none"> • Work with President to lead a discussion about board and committee work flows and to identify areas to streamline or eliminate • Work with staff to evaluate internal processes and identify areas to streamline or eliminate • Reorganize staff to allow for an increased marketing focus 	<ul style="list-style-type: none"> • Communications and interaction with member leaders and marketing consultant • Discussions with the Board • Decisions that are a result of Board discussions • Increased efficiency leads to time for marketing efforts • Work with HR on staff PCDs • New PCDs for Communications Manager and Membership Marketing Specialist

Financial Performance

<u>Goal</u>	<u>Accountabilities</u>	<u>Performance Measures</u>
<p>ALA: General Fund net revenue will reach or exceed \$250,000.</p>		
<p>YALSA: By August 31st 2013, YALSA will have implemented strategies to secure both short term and long term revenues in order to have adequate funds to support member needs and improvement of library services for and with teens.</p>	<ul style="list-style-type: none"> • Publishing projects are completed in a timely manner • Major revenue streams are closely monitored and adjustments made as necessary • Apply for grant(s) to support YALSA programs and services • Implement fundraising effort • Continue to seek corporate sponsors and partners • Identify and evaluate possible new revenue streams • Launch curriculum kits • Implement the 2012 YA Lit Symposium 	<ul style="list-style-type: none"> • Two or more new books are published by YALSA in FY13 • New titles are marketed aggressively • Communications with large library systems, state libraries, etc. regarding CE opportunities • Ad placements in publications • Recommendations for new revenue streams submitted to the board for consideration • Other action items as determined by the outcome of board discussions • One or more grant applications are submitted • Curriculum kits are available for purchase online • 2012 Symposium registration numbers and net revenues
<p>Personal: BY: By August 31st, 2013 I will have effectively managed the Badges for Librarians, Dollar General and IMLS grant projects.</p>	<ul style="list-style-type: none"> • Hire and oversee interns to support grant work • Supervise staff work on grant related tasks, including call for applications for mini grants, finalizing badges & companion site, planning and logistics for Teens & Libraries Summit • Provide support to grant project managers, Advisory Boards, etc. 	<ul style="list-style-type: none"> • Communications with National Forum Advisory Board • Videos, tweets, notes, etc. from Teens & Libraries Summit • Creation of www.ala.org/yaforum site • Summer reading grant winners identified and funds are distributed • Badges are available online along with supporting web site

Members/Customers/Partners

Goal	Accountabilities	Performance Measures
<p>ALA: Total membership will grow by 1% over the total number of members as of 08/31/12. There will be a specific focus on retention of first year members.</p>		
<p>YALSA: By August 31st 2013, YALSA will have identified potential members and customers as well as their key interests and needs.</p>	<ul style="list-style-type: none"> • Implement surveys to lapsed members and to nonmembers • Analyze surveys • Expand resources that articulate the value of membership • Explore options for targeting certain audiences, such as graduate students • Build stronger ties with state library associations 	<ul style="list-style-type: none"> • Survey results and analysis available • New membership print and online resources • Board documents and discussions around outreach to targeted audiences • Communications to state associations
<p>Personal: BY: By August 31st 2013, I will have worked with YALSA’s Board on an analysis of survey results and the development and prioritization of action items.</p>	<ul style="list-style-type: none"> • Work with President to lead board discussions on member recruitment and marketing strategies to customers • Work with the president to lead a board discussion about strategic partnerships with state organizations 	<ul style="list-style-type: none"> • Interactions with Board and the Division and Membership Promotion Committee • Board documents and decisions on member engagement and partnership issues • Other action items as determined by the outcome of board discussions • Engagement strategy is evident in new strategic plan and companion action plan • Communications with state library agency associations

Personal Learning

Goal	Accountabilities	Performance Measures
<p>ALA: 100% of staff will undertake a training, educational and/or developmental activity and will complete and submit to their supervisor the Personal Learning Form.</p>		
<p>YALSA: By August 31st 2013, each staff member will develop & implement a personal learning plan that incorporates at least 3 learning or teaching activities to address identified needs.</p>	<ul style="list-style-type: none"> • Create job-specific learning plan to be presented with FY13 goals • Periodic check-in with supervisor to review/revise learning plan • Integrate learned skills/concepts into daily work and share new skill/knowledge with other staff when appropriate 	<ul style="list-style-type: none"> • Completed personalized learning plan • Document improvements in job performance resulting from personal learning/teaching
<p>Personal: BY: By August 31st, 2013 I will have advanced my association management skills and credentials</p>	<ul style="list-style-type: none"> • Applied to take the CAE test • Participated in a CAE prep course • Prepared for and taken the CAE test 	<ul style="list-style-type: none"> • application for CAE • coursework • test results