

YALSA Board of Directors
ALA Midwinter Meeting 2021, Virtual
January 22-26, 2021

Topic: YALSA Interim Strategic Plan Implementation

Background: This report is the implementation strategy for the fiscal 2021 Interim Strategic Plan. At the June 2020 meeting, the Board approved a new one-year interim term plan for the fiscal year 2021. The one-year program creates immediate goal-oriented actions to address our members' needs amid a pandemic and civil unrest. It acts as a guiding document to provide overall strategic direction for YALSA as the Board works to create a long-term strategic plan with an external consultant. Executive Director Tammy Dillard-Steels submit this document.

Action Required: Consent

Strategy	1 Year Outcome	Goal	Activities	Roles and Responsibilities
<ul style="list-style-type: none"> • YALSA's programs, activities, and communications to promote the transformation of teen library services are on a virtual platform. 	<ul style="list-style-type: none"> • 100% of communications, training, and activities will be presented virtually. 	<ul style="list-style-type: none"> • Create a communication plan which guides the work of the committees to utilize multiple platforms. • Strongly committees and 	<ul style="list-style-type: none"> • Hold 12 webinars, • Hold four lunch and learns (subjects can come from any committee) developing • Offer a TeenTober virtual "formal Kit Off event, 	<ul style="list-style-type: none"> • ED/Education Program Officer and EAC (webinars/ lunch and learn) • Communication Specialist (TeenTober, YALS, E-News

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		<p>staff to utilize virtual platforms such as Connect to communicate</p> <ul style="list-style-type: none"> ● Present an all virtual Symposium in 2020 	<ul style="list-style-type: none"> ● Provide weekly E-News (unless on furlough), ● YALS is 100% digital, ● Increase the presence of YALSA on the social media platform, and ● The symposium is virtual in November ● JRLYA is 100% digital ● YALSA Programming HQ ● YALSABlog ● YALSA Board meetings (we mentioned the possibility of members always being able to virtually participate/attend even for in-person mtgs) 	<p>and social media)</p> <ul style="list-style-type: none"> ● Program Assistant (Teen Tober and Social Media) ● Event Program Ofc (Symposium) ● Hub Manager ● JRLYA Advisory Board ● Programming HQ Manager ● YALS/YALSA Blog Advisory Board ● Symposium TF(?), if determined to continue ● YALSA Board (communicate action) ● Social Media Committee
<ul style="list-style-type: none"> ● Utilize the newly created Educational Advisory Committee (EAC) to generate timely and relevant educational programming. 	<ul style="list-style-type: none"> ● 50% of the curriculum created addresses matters affiliated with the needs of our members amid a pandemic and civil unrest. 	<ul style="list-style-type: none"> ● Develop a timeline and execute at least six for webinars/program affiliated with the pandemic and civil unrest. 	<ul style="list-style-type: none"> ● Present four webinars/programs affiliated with the pandemic and civil unrest. Other webinar concepts to focus on which are related to the pandemic and civil 	<ul style="list-style-type: none"> ● ED/Education Program Officer ● EAC ● EDI Taskforce ● Possibly PITF, depending upon their direction of creating four interactive

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			<p>unrest are Access, Job Security, Mental Health, and Community Partnership. Example the lunch and learns and webinars should address civil unrest or centering Black, Indigenous and LatinX youth— youth that are being most impacted by the pandemic</p>	<p>opportunities which might be a webinar or a YALS issue featuring Affiliate voices/efforts, etc.</p>
<ul style="list-style-type: none"> ● Equity Diversity, Inclusion (EDI) concepts are infused into all programs, products, activities, and education to address the cultural mismatch between today's increasingly diverse teen population and the librarian workforce, which remains overwhelmingly white and female. 	<ul style="list-style-type: none"> ● 100% of all programs, products, events, and education will support YALSA's statement on EDI. 	<ul style="list-style-type: none"> ● Review process, procedures, awards, grants, bylaws, and documents to assure EDI is acknowledged. 	<ul style="list-style-type: none"> ● Create an evaluation metric/ rubric for all to measure products, events and education before and after each occurrence. ● Every board document should describe and prioritize how it supports the YALSA EDI Plan. Board document and other templates will be updated with a section to address the EDI component. Create up to three questions. 	<ul style="list-style-type: none"> ● All YALSA staff ● EAC ● Research ● Organization and Bylaws ● President's Implementation TF ● YALSA Board ● YALSA President-Elect ● EDI Taskforce

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			<ul style="list-style-type: none"> • A report identifying nonmember needs and values will be written by the PITF. • Continuing to provide EDI strategies during strategic committee trainings. 	
<ul style="list-style-type: none"> • Define the expected objectives that clearly state what YALSA must achieve to be relevant for future success. 	<ul style="list-style-type: none"> • Produce a new three-year strategic plan that study of members' needs to outline priority areas and goals accurately. 	<ul style="list-style-type: none"> • Hire a consultant to provide services. 	<ul style="list-style-type: none"> • Create RFP • Hire Consultant • Manage the contract • Create a 3 – 5 year new strategic plan 	<ul style="list-style-type: none"> • ED • Board • Consultant • YALSA Board

Goal #2 Advocate to increase support for teen library services

Strategy	1 Year Outcome	Goal	Activities	
<ul style="list-style-type: none"> • Leverage the newly created Board Advocacy position to build partnerships with national, state, and regional organizations to train, empower, and support YALSA members to conduct advocacy at all levels. 	<ul style="list-style-type: none"> • Cultivate relationships with 5 – 7 organizations, institutes, non-profit or for-profit ventures to advocate for teen library services. 	<ul style="list-style-type: none"> • Create the framework for building relationships and positions. • Identify 15 organizations to connect to build a database of prospects. • Identify 3 – 5 organizations focusing on serving 	<ul style="list-style-type: none"> • Research organizations to identify key personnel to contact. • Work with past partners to rebuild relations. 	<ul style="list-style-type: none"> • ED • Membership Manager • Advocacy • Fund and Development

		underserved youth.		

Goal #3 Increase funders and partner development

<ul style="list-style-type: none"> Develop and implement an entrepreneurial funder and partner development strategy. 	<ul style="list-style-type: none"> Educate members on building partnerships. 	<ul style="list-style-type: none"> Increase usage of Community Partnership Toolkit Receive at least 20k funds from grantors, sponsors, and partners. 	<ul style="list-style-type: none"> Market and Promote Community Partnership Toolkit and survey members for usage. Apply for five grants in for FY 21. Identify funders, grantors, sponsors, and partners to obtain Working with the Board Advocacy member to expand the prospects to donors. 	<ul style="list-style-type: none"> ED/Education Program Officer Membership Manager Fund and Development Program Asst. FAC Research
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			<ul style="list-style-type: none"> • Staff to work with FAC to develop an annual campaign. 	

Financial Implications

There will be a cost associated with hiring an external consultant to guide the Board to develop a new strategic plan.

Staff time and member time will also need to be taken into financial consideration. Measuring Impact

Alignment to Equity, Diversity, and Inclusion Goals

Adopting an interim implementation strategic plan allows YALSA to infuse Equity, Diversity, Inclusion, and Access into all programs, products, events, and education.

Proposed Board Action

Board has approved the plan via Connect.

Additional Resources:

• **Interim Strategic Plan:**
http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/Board%20Doc%20Interim%20Strategic%20Plan%20FY%202021_0.pdf

• **Greenlighting a Strategic Planning Consultant:**
<http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/Greenlighting%20a%20Strategic%20Plan%20Consultant%20Item%20%235.pdf>

• **Defunding the Teen Summit to Apply Funds to Strategic Planning:**
<http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/Defunding%20the%20Teen%20Summit%20to%20Apply%20Funds%20to%20Strategic%20Planning.pdf>