

**YALSA Board of Directors Meeting  
ALA Midwinter Meeting, Dallas  
January 20 - 24, 2012**

**Topic:** Action Plan Review

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

**Action Required:** Discussion

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**Resources:**

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

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

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**Status as of January 6, 2012**

The Action Plan is a living document that will grow and change throughout the 3 year implementation of YALSA's strategic plan. Items may be added, edited or deleted, based on Board decisions.

**KEY:**

**Objective:** results that combine to achieve a goal

**Strategy:** a plan to achieve an objective

**Tactic:** an actionable task that supports a strategy

**Who:** specific individuals and/or member groups

**When:** a desired completion date

**Resources:** estimates for any possible funding that might be needed and/or other necessary resources

**Status:** after implementation begins on the Action Plan, periodically review the plan and provide updates on the progress here

**Goal 1: Advocacy and Activism**

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

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

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

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

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

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

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

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Recruit qualified individuals and groups to create blog posts and articles for YALS (at a basic level, including definitions)	YALSAblog manager, YALS editor	Ongoing, or as specific opportunities arise, such as Virtual Library Legislative Day	N/A	
Recruit qualified individuals and groups to give presentations and share materials at Annual, Mid-Winter, and Division Conferences, including how to tell your story, that are also made available online	Program Officer for CE and CE Advisory Board	2013 (recruit) 2014 (present)	Staff and member time	
Identify individuals to create and offer free advocacy webinars	Program Officer for CE and CE Advisory Board	2012, after revised Advocacy Toolkit is released	Staff and member time	
Promote the Washington Office’s free advocacy webinars	Web Services Manager & Legislation Committee	ongoing	Staff and member time	
Identify individuals to create and offer YALSA Academy videos that focus on advocacy	Program Officer for CE and CE Advisory Board	2012	Staff and member time	

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Use social media to push out information to and engage with members	Web Services Manager & Legislation Committee	ongoing	Staff and member time	
Partner with state associations to increase reach of advocacy education effort	Executive Director and Program Officer for CE	Begin initial outreach in 2012	Staff time	
Identify individuals to create and offer a badge that focuses on advocacy	Program Officer for CE and CE Advisory Board	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible stipend for badge development</li> </ul>	
Identify individuals to create presentations and encourage members to use them at the local and state levels at library workshops and state conferences	Program Officer for CE and CE Advisory Board	2012 (create) 2013 & 2014 (use)	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible stipend to defray member travel costs</li> </ul>	

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

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Update and market the advocacy toolkit for members and the library community, including reproducibles	Linda Braun updates and Web Services Manager markets	By winter/spring 2012	Staff time	Beth had a conference call with her on Nov. 17 <sup>th</sup> and she is on track
Create a rubric of advocacy activities (like	Board establishes a	Begin work in 2012 and have finalized	Member time	

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

experts and connecting members seeking to enhance their advocacy efforts with them				
Build out success story area on the web, including examples from libraries that have run successful advocacy campaigns (e.g. NY, OH)	Web Services Manager	2013	Staff time	
Create turn key events and resources to help librarians and library workers connect with policy makers at the local level, e.g. District Days	Legislation Committee	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible expense for printing and shipping materials</li> </ul>	

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

TACTIC	WHO	WHEN	RESOURCES	STATUS
Offer continued financial support of stipend for member(s) to attend legislative day	Board	ongoing	Cost of stipend	
Bring back the advocacy contest in some form	New Advocacy TF	2013	Cost of prizes	
Promote subscriptions to YAdvocacy listserv and post regular tips on	New Advocacy TF, Legislation Committee and	2012 - 2014 Legislation Committee	Staff and member time	

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everyday advocacy	Web Services Manager			
Model use of social media as an advocacy tool to members and encourage them to use it at the local and state levels, such as Google maps, Storify and Scoop.it	YALSA Board, Legislation Committee, New Advocacy TF, YALSA staff	2012	member time	
Identify individuals to create webinars and YALSA Academy videos	Program Officer for CE, CE Advisory Board	2012	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Stipend for webinar development</li> </ul>	
Solicit articles for YALS and blog posts about recruiting and training local advocates	YALS Editor, YALSAblog Manager	2012	Staff and member time	
Work with state associations to provide advocacy training	Program Officer for CE, Executive Director	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Possible cost of printing and shipping materials</li> </ul>	

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

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Implement quarterly Congressional briefings with the support of the	Executive Director, new local DC	Begin planning in 2012	<ul style="list-style-type: none"> <li>• Cost of travel</li> <li>• Cost of printing</li> </ul>	

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Washington Office	Taskforce		& shipping materials <ul style="list-style-type: none"> <li>• Possible cost of AV and food</li> </ul>	
Identify individuals to write issue briefs	YALSA Board	2012	Member time	
Encourage and facilitate participation in face to face and virtual national legislative day	Legislation Committee with support from Web Services Manager	ongoing	Staff and member time	
Offer “honorary” YALSA memberships to key officials and policy makers	Board identifies honorary members & Membership Coordinator processes membership	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Cost of complimentary memberships</li> </ul>	
Invite national officials and policy makers to all YALSA events (including Local/regional happy hours, Symposium, ALA, etc)	Board identifies invitees and President works with Executive Director to send invitations	2013	Staff and member time	
Spotlight key policy makers on the YALSAblog, in YALS, etc.	YALSAblog manager, YALS editor	2014	Member time	
Use the Presidential Citation or resolutions, as appropriate, to recognize public officials	YALSA President and Board	2012	Member time	



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

TACTIC	WHO	WHEN	RESOURCES	STATUS
Continued attendance at ALISE conference and outreach to this group	Research Committee with Board support	January 2012	<ul style="list-style-type: none"> <li>• Exhibit booth fee</li> <li>• Cost of printing and shipping materials</li> </ul>	
Continue to post information on academic focused listservs, such as yaresearchers, JESSE and ESLS listservs	Staff and Research Committee	ongoing	Staff and member time	
Continue to send information to SLIS deans, as appropriate	Membership Coordinator and Executive Director	Periodically, as warranted	Staff time	
Target YALSA members who indicate they are faculty on their member form with information	Web Services Manager and Program Officer for CE	Periodically, as warranted	Staff time	
Partner with academic institutions, when possible, on grants	Executive Director	Periodically, as warranted	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Possible cost of conference calls</li> </ul>	In Nov. 2011 the Executive Director spoke with FSU faculty about a possible grant partnership
Work with graduate school faculty to incorporate teen focused information, resources and projects throughout	CE Advisory Board with support from Program Officer for CE	2014	Staff time	

the curriculum				
Identify faculty who teach YA and send them regular updates, including tools for their classroom or desk copies of YALSA books	CE Advisory Board with support from Program Officer for CE	2013	Member and staff time	
Increase number of places JRLYA and YALS are indexed	Web Services Manager	2012	Staff time	

**Goal 2: Research and Documentation of Best Practice**

**YALSA is the recognized source for access to targeted research and best practices relating to teen library services.**

Objective 2a: Identify, compile, and disseminate to YALSA members and others existing research and best practices that is relevant to delivering library programs and services for and with teens.

Objective 2b: Identify and partner with researchers and research organizations to create and publicize opportunities for YALSA members and others to participate in relevant research projects, especially those that support YALSA’s Research Agenda.

Objective 2c: Advocate with researchers and research organizations in order to increase the amount of relevant research being done in the field of teen librarianship.

Objective 2d: Create and market opportunities for members and others to share best practices related to key areas of concern for librarians and library workers who serve teens and young adults.

Objective 2e: Lead a national discussion with key stakeholders about the current state of teen services in order to yield information regarding potential directions the field needs to take to meet the needs of teens.

**STRATEGY:** Identify, compile, and disseminate to YALSA members and others existing research and best practices. (2a)

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
continue to promote JRLYA and the Network for Research on Teens and Libraries and via social media tools	JRLYA editor and Research Committee with support from Web Services Manager	ongoing	Staff and member time	
Create blog posts and articles that help members and others understand how research relates to their every day work	Research Committee	2012 – 2014 committee	member time	
Implement another round of Excellence in Library Services to Young Adults	Board establishes a taskforce	2012 (taskforce established) 2013 (round implemented)	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Stipend for editor</li> <li>• Publishing expenses (printing, proofing, etc.)</li> </ul>	
Conduct a TRW impact study that identifies best practices in TRW programming	Contract with outside expert	2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of outside expert</li> </ul>	In Nov. the Executive Director reviewed a proposal from Amy Pattee
Self-publish books that	Web Services	One per year	Staff and member	2012: summer reading manual

are compilations of best practices	Manager with support from Publications Advisory Board		time	
Continue to use the symposium as a venue for highlighting best practices in young adult literature and libraries	Program Officer for Events with support from Symposium TF	ongoing	Staff and member time	
Continue to use YALS as a means of disseminating best practices	YALS editor	ongoing	member time	
Continue to use the Research Committee to compile the latest research and share at least annually via JRLYA	Research Committee	2012 – 2014 committee	member time	

**STRATEGY:** Identify and partner with researchers and research organizations to create and publicize research related opportunities. (2b)

TACTIC	WHO	WHEN	RESOURCES	STATUS
Promote the Network for Research on Libraries & Teens and its web-based “matching service” for researchers who are looking for library partners willing to provide raw data for use in relevant research projects.	Web Services Manager & Research Committee	2012 – 2014 committee	Staff and member time	

Compile a list of research focused organizations and encourage them to sign up to receive JRLYA via RSS or email notification	JRLYA editor with support from Web Services Manager	2012	Staff and member time	
Identify and cultivate the YALSA members who are most interested in and likely to be involved in research activities	Membership Coordinator identifies & Research Committee cultivates	2013		

**STRATEGY:** Continue to provide and promote opportunities for YALSA members and others to share their research and projects. (2b)

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Continue to work with VOYA to fund the Henne grant and to incorporate the work of the winners into JRLYA	Program Officer for Events and JRLYA editor	ongoing	Staff and member time	
Continue to fund Midwinter & Symposium paper presentations	Board	ongoing	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Cost of stipend</li> </ul>	
Explore the feasibility of funding a travel stipend for individuals to travel to nonALA conferences to inform others about research related to	Ad-hoc board committee investigates idea and decides whether or not	2012	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible cost of travel stipends</li> </ul>	

YALSA's research agenda	to develop proposal			
Explore the concept of a research focused event (such as AASL's Treasure Mountain)	Ad-hoc board committee investigates idea and decides whether or not to develop proposal	2013	member time	
Build out the research section of YALSA's web site	Web Services Manager with support from Research Committee and JRLYA editor and Advisory Board	2012	Staff and member time	
Promote JRLYA, the yaresearchers listserv and the Network for Research on Libraries and Teens	Web Services Manager with support from Research Committee and JRLYA editor and Advisory Board	ongoing	Staff and member time	

**STRATEGY:** Advocate with relevant researchers and research organizations. (2c)

TACTIC	WHO	WHEN	RESOURCES	STATUS
send new research	President &	Dec. 2011	• Staff time	Completed and several responses received.

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agenda to relevant organizations	Executive Director with support from Membership Coordinator		<ul style="list-style-type: none"> <li>• Cost of printing and mailing</li> </ul>	
utilize and promote the RSS feed for the research category from the YALSAblog to push out research focused information to interested individuals	YALSAblog editor and Web Services Manager	2012	Staff and member time	
hold a Research Forum at conferences like Midwinter and Annual	Research Committee with support from Program Officer for Events	2013, 2014	Staff and member time	One is scheduled for Midwinter 2012. Sandy Sumner is coordinating
Look for opportunities to present at or otherwise be actively engaged in ALISE's conference	Research Committee with support from Membership Coordinator	2013, 2014	Staff and member time	
explore the feasibility of establishing a PhD scholarship (perhaps in partnership with ALISE)	Ad-hoc board committee investigates idea and decides whether or not to develop	2012	<ul style="list-style-type: none"> <li>• member time</li> <li>• Possibly cost of scholarship</li> </ul>	

	proposal			
Create and provide guidelines and best practices for members new to conducting research	Board establishes a taskforce	2014	Member time	
Encourage YALSA members to work with their supervisor to complete the 2012 PLDS survey with the special YA section	Web Services Manager	Dec. thru Feb. 2012	Staff time	
Once PLDS survey results are available, encourage individuals to analyze them and publish their findings in JRLYA	JRLYA editor and Advisory Board with support from Web Services Manager	Late 2012	Staff and member time	
Work with ALA's Office for Research to conduct YA-focused research (once vacant director position is filled)	Executive Director	2013	Staff time	

**STRATEGY:** Lead a national discussion with key stakeholders about the current state of teen and young adult services that yields information regarding potential directions the field needs to take to meet the needs of teens and young adults. (2d)

TACTIC	WHO	WHEN	RESOURCES	STATUS
apply for IMLS Leadership Forum grant (include identifying	Linda Braun & Beth Yoke with selected FSU	By Feb. 1 2012	Staff and volunteer time	



partners)	SLIS faculty			
Hold regular (annual?) face to face and virtual forums with a wide variety of stakeholders	President organizes with board and staff support	2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Possible costs such as conference call fees, room rental, etc.</li> </ul>	

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

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

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

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

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

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

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
create and disseminate curriculum kits and other training tools for trainers to use	Program Officer for CE contracts with individuals to develop	Launch initial kits in 2012 and more in 2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Design, proofing, printing costs</li> <li>• Cost of ads</li> </ul>	First one should be available in June 2012

	curriculum and works with Web Services Manager to disseminate			
Adapt existing &/or create new e-learning (webinars, forums, e-courses, Academy videos) for those at the basic level of YA services, including learning that focuses on key YALSA resources such as its booklists and awards	Program Officer for CE works with CE Advisory Board to identify topics/content, then contracts with individuals to develop curriculum and works with Web Services Manager to disseminate	2012	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Stipend for webinar &amp; e-course development</li> </ul>	
Adapt existing &/or create customized materials (toolkits, articles, guides) targeted at librarian generalists and paraprofessionals and promote through YALSA channels	Program Officer for CE works with CE Advisory Board to identify topics/content, then contracts with individuals to	2013	Communication channels: a category on the YALSAblog, a column in YALS, and an email listserv, as well as through other appropriate channels, such as HRDR listservs and publications	

	develop curriculum and works with Web Services Manager to disseminate			
Explore connecting with colleges that offer library tech or LTA programs in order to increase reach of YALSA CE offerings	Program Officer explores option and submits report to Board	2013	Staff time	
Periodically survey members and others to find out their latest CE needs	CE Advisory Board with support from Program Officer for CE	Periodically, as warranted	Staff & member time	

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

TACTIC	WHO	WHEN	RESOURCES	STATUS
Explore the development of targeted and labeled CE for "niche" interests in membership, e.g. urban libraries, small libraries, middle schools, etc.	Program Officer for CE	2013	Staff time	
Move forward with providing a course for	Program Officer for CE	2014	<ul style="list-style-type: none"> <li>Staff &amp; member time</li> </ul>	

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

TACTIC	WHO	WHEN	RESOURCES	STATUS
Develop, market and sell curriculum kits	Program Officer for CE contracts with individual(s) to develop curriculum	2012 - 2014	<ul style="list-style-type: none"> <li>• Stipend for content developers</li> <li>• Staff &amp; member time</li> <li>• Design fees for logo &amp; marketing materials</li> <li>• Printing costs</li> <li>• ads</li> </ul>	First one should be available in June 2012
continue to strengthen ties with state library agency youth consultants	Executive Director & Program Officer for CE	ongoing	Staff time	
explore the concept of developing a benchmark that trainers must achieve in order to advertise themselves as YALSA-recognized	Ad-hoc board committee investigates idea and decides whether or	2013	Member time	

trainers	not to develop proposal			
Expand outreach to regional library councils and staff at libraries who are designated CE coordinators	Program Officer for CE	2013	Staff time	

**STRATEGY:** Seek out and implement new methods of delivering continuing education, including CE that focuses on YALSA’s competencies and guidelines. (3d)

TACTIC	WHO	WHEN	RESOURCES	STATUS
create badges for learning through the DML Competition	Program Officer for CE, Executive Director, Linda Braun, Jack Martin	2012	Staff & member time	
implement the YALSA Academy proposal	Program Officer for CE with CE Advisory Board	2012	Staff & member time	First 3 videos launch in January 2012
Explore the possibility of partnering with LIS schools to deliver CE	Ad-hoc board committee investigates idea and decides whether or not to develop proposal	2014	member time	

Explore possibility of partnering with state library associations (and/or their youth services sections) to deliver CE	Program Officer for CE	2013	Staff time	
Continue to work with other divisions and units to co-sponsor and co-present ALA Conference programming.	Program Officer for Events	ongoing	Staff time	
Look for opportunities to incorporate innovative CE into the symposium	Symposium TF with Program Officer for Events	2012	Staff & member time	

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

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

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

TACTIC	WHO	WHEN	RESOURCES	STATUS
participate in the DML badges for learning competition	Program Officer for CE, Executive Director, Linda Braun, Jack Martin	2012	Staff & member time	
Work with relevant organizations, such as LLAMA, to obtain buy-in from library administrators for the recognition program	Program Officer for CE and CE Advisory Board	2013	Staff & member time	

**Goal 4: Member Recruitment and Engagement**

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

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

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

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

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

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
implement mail campaign in conjunction with the ALA membership dept.	Membership Coordinator	Jan. 2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost share w/ ALA for printing &amp; mailing</li> </ul>	In Nov. the Membership Coordinator approved a proof, and mailing was set for early Dec., then delayed by ALA until Jan.
Implement a corporate member recruitment campaign	Membership Coordinator	Spring 2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost for printing &amp; mailing</li> </ul>	
Implement a state library association YA leader recruitment campaign	Membership Coordinator	Spring 2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost for printing &amp; mailing</li> </ul>	
identify relevant diversity focused organizations and target for member recruitment	DMP Committee with support from Membership Coordinator	2012 - 2013	<ul style="list-style-type: none"> <li>• Staff and member time</li> <li>• Cost for printing &amp; mailing</li> </ul>	
identify teen focused organizations and target for member recruitment (new advocates category)	DMP Committee with support from Membership Coordinator	2014	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Cost for printing &amp; mailing</li> </ul>	



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identify ways to increase local presence, including the concept of local ambassadors, local meet-ups, happy hours, etc.	DMP Committee with support from Membership Coordinator	2012	Staff & member time	
continue to support effective member retention efforts (personal invitations, mentoring program, etc.)	DMP Committee with support from Membership Coordinator	ongoing	Staff & member time	
identify the current retention rate of first year members.	Membership Coordinator gets data from ALA Membership Director once that vacancy is filled	2012 (after new ALA Member Director is hired)	Staff time	
Continue to conduct “exit” interviews for non-renewing members	Membership Coordinator	ongoing	Staff time	
Continue to reach out to non-renewing members	Membership Coordinator	ongoing	Staff time	
Invite appropriate conference attendees beyond YALSA membership to YALSA	YALSA President	ongoing	Member time	

sponsored events, such as happy hour and trivia night.				
Expand networking opportunities for members, including face to face opportunities at conferences	Membership Coordinator with Program Officer for CE and DMP Committee	2013 (Review recommendation from IG/DG taskforce and then move forward)	Staff & member time	
Send a personalized mailing to members of YALSA or other youth divisions who have dropped their membership that highlights the value of YALSA membership.	Membership Coordinator	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of printing &amp; mailing</li> </ul>	
Expand the anniversary card effort to first year members along with a first year anniversary ribbon for conference badges	DMP Committee with support from Membership Coordinator	2013	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Cost of printing &amp; mailing</li> </ul>	

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

TACTIC	WHO	WHEN	RESOURCES	STATUS
pilot a virtual award or selection committee	Executive Committee	2013	Staff & member time	A proposal is being prepared for the board to consider at their Jan. 2012 meeting

	submits proposal to the Board for consideration/implementation			
utilize personal contact with members to encourage them to become involved	Board, DMP Committee, Membership Coordinator	Have initial strategy discussion & training in 2012, then make an ongoing effort	Staff & member time	
target members who aren't involved with committees and share information about ways to get involved	Membership Coordinator	2013 (after IG/DG taskforce report)	Staff time	
continue to create training materials for members interested in committee service, especially selection committee service	YALSA Board with Chair support	2012 onward	Staff & member time	

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

TACTIC	WHO	WHEN	RESOURCES	STATUS
analyze results from IG/DG evaluation taskforce and determine ways to strengthen participation in those	Board	Final report goes to board in June 2012. Analyze in 2012 and implement in 2013	member time	

groups				
create and utilize a volunteer form for opportunities other than committee work	Web Services Manager with other staff support	2012	Staff & member time	
Utilize list of YALSA protégés, Emerging Leaders, Spectrum Scholars, etc. to further involve them in YALSA activities and leadership positions	Membership Coordinator, President-Elect, CE Advisory Board, Publications Advisory Board	2012 forward	member time	
Identify trends or needs of front line librarians and then highlight opportunities & resources for them	DMP Committee with Membership Coordinator support	2013	Staff & member time	

**Goal 5: Capacity Building and Organizational Development**

**YALSA has the resources it needs to fully support and fund projects relating directly to its mission and strategic plan.**

Objective 5a: Expand and manage YALSA’s human resources (e.g. staff, consultants, interns, volunteers) in order to implement YALSA’s programmatic and organizational initiatives at a high level of efficiency, quality and effectiveness.

Objective 5b: Build the capacity of the YALSA Board of Directors to effectively support YALSA’s mission and goals through recruitment, training, identifying and clarifying roles within the Board and establishing a Board committee structure.

Objective 5c: Expand and diversify YALSA’s revenue base in order to fully support YALSA’s priority activities and initiatives.

Objective 5d: Create and implement a branding strategy for YALSA in order to be better positioned to attract new members, partners, sponsors and funders and to increase awareness of YALSA among the general public.

**STRATEGY:** Strategically expand and manage YALSA’s human resources (e.g. staff, consultants, interns, volunteers). (5a)

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Utilize interns and pro bono organizations as appropriate	Executive Director	2012 forward, as opportunities arise	Staff time	
Develop an intern program in conjunction with SLIS to utilize grad student skills for specific projects	Program Officer for CE & CE Advisory Board submits proposal to the Board for approval	2014	Staff & member time	
Liaise with academic faculty to identify projects grad students could accomplish	Program Officer for CE and Executive Director	2013	Staff time	
Explore the feasibility of adding staff, particularly for marketing	Board & Executive Director	Have initial discussion in 2012	<ul style="list-style-type: none"> <li>• Staff &amp; member time</li> <li>• Possible cost of additional staff</li> </ul>	
Redirect financial resources to add staff (endowment \$, e.g.)	Executive Director	As possible, based on board discussion/ decision	Staff time	

**STRATEGY:** Build the capacity of the YALSA Board of Directors through recruitment, training, identifying and clarifying roles within the Board and establishing a Board committee structure. (5b)

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Identify and establish standing board committees	Board	2012 - 2013	member time	
Explore the Junior Board concept	Board		<ul style="list-style-type: none"> <li>• member time</li> <li>• Possible cost of travel for jr. board &amp; stipend for coordinator, if approved</li> </ul>	
Continue and enhance board self-assessment and learning plans	Executive Committee	2012 onward	member time	
Standardize exit interview questions for departing board members	Executive Committee	2012	member time	
Implement and evaluate the board fellow program	Board	2012 (implement) 2014 (evaluate)	member time	
Investigate connecting with other organizations in order to diversify the board	Ad-hoc Board committee	2013	member time	

**STRATEGY:** Expand and diversify YALSA's revenue base. (5c)

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<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Implement YALS subscription drive	Web Services Manager	2012	Staff time	Launched with coupon at Nov. 2011 NCTE conference
add additional ticketed events at conferences and symposium	Program Officer for Events	2012 onward	Staff time	
create seals for Alex and TTT	Program Officer for Events	2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Design costs</li> <li>• Possible printing costs</li> </ul>	Nov. 2011: Program Officer for Events has been in touch with legal counsel and graphic designer
research and implement best practices to encourage annual giving and planned giving	FAC	2012 - 2013	member time	
Continue to apply for grants along with partner organizations when advantageous	Executive Director	ongoing	Staff time	
try new fundraising efforts, such as Booze for Books, and evaluate its success	FAC	2012 (try) 2013 (evaluate)	member time	First Booze for Books event scheduled for April 12, 2012
Look for opportunities to increase revenues from the symposium, such as by creating a physical store at the event	Program Officer for Events	2012	Staff time	

**STRATEGY:** Reallocate resources when necessary. (5c)

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
align the budget to the strategic plan	Fiscal Officer and Executive Director	2012	Staff & member time	
regularly evaluate the budget to see if reallocation is needed	Fiscal Officer and Executive Director	2012 onward	Staff & member time	
conduct an evaluation of YALSA's existing portfolio of services and programs to determine alignment to YALSA's mission, member support and revenue potential	Board	2012		

**STRATEGY:** Continue to control expenses. (5c)

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
Regularly evaluate contracts to ensure YALSA is getting the best rate	Staff	ongoing	Staff time	
Regularly evaluate internal processes and look for opportunities to outsource at a lower cost	Executive Director with staff	2012 onward	Staff time	

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

<b>TACTIC</b>	<b>WHO</b>	<b>WHEN</b>	<b>RESOURCES</b>	<b>STATUS</b>
explore "YALSA recognized" concept	Ad-hoc board committee	2012 - 2013	<ul style="list-style-type: none"> <li>• member time</li> <li>• If approved, cost</li> </ul>	



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(similar to Good Housekeeping seal of approval)	investigates idea & decides whether or not to develop proposal		of design of seal or logo	
work with a marketing consultant to evaluate YALSA's marketing efforts and to conduct market research and implement recommendations	Executive Director	2012	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of consultant (up to \$10K)</li> </ul>	
refresh images/graphics that have become dated, including look of YALS, YALSAblog design and YALSA's logo	Executive Director contracts with graphic designer	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Design fees</li> </ul>	
Create a tag line for YALSA	Executive Director contracts with marketing consultant	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of consultant</li> </ul>	
Create a new boiler plate for use with press releases and marketing	Executive Director contracts with marketing consultant	2013	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of consultant</li> </ul>	
Continue to promote the Best of the Best brand for YALSA's awards and lists	Web Services Manager	ongoing	Staff time	

