

YALSA Board of Directors Meeting
ALA Annual Conference, Chicago
June 23 – 27, 2017

Topic: Board and Board Member Assessment

Background: Conducting regular Board and Board member assessments is an industry best practice. During a fall board chat, the issue of board development came up and a few board members volunteered to create a rubric aimed at helping the board think strategically about what skills and knowledge they need to build to enhance their association leadership abilities. A further discussion among YALSA's Presidents led to the development of a two-pronged strategy for ensuring that both the board as a whole and individual board members are well-positioned to lead the organization. The approach led to the development and refinement of the rubric, which is positioned as a tool that the new Board Development Committee can use to determine what supports the Board as a whole needs most, especially in the area of professional development. The second part of the approach was to update and re-institute the existing individual board member self-assessment, and to reposition that as a project for first-year board members to work on all year with their board mentors. Kate McNair has presented the rubric below for the board's consideration, and Beth Yoke has presented an updated self-assessment.

Action Required: Discussion

Relevant Resources

- Designing an Effective Board Evaluation Process, <http://www.jonesday.com/talk-to-me-designing-an-effective-board-evaluation-process-10-15-2008/>
- Self-Assessments for Nonprofit Boards, <https://www.councilofnonprofits.org/tools-resources/self-assessments-nonprofit-boards>

YALSA Board Member Self-Assessment:
A tool to support continuous learning during your board tenure

The purpose of this assessment is to help individual board members create a tailored learning plan so they can strengthen key leadership and governance skills. First-year board members are asked to take the first quarter of their first board year to review and complete the assessment below. After that, board members are expected to work with their Board Mentor to draw up a learning plan, and during the remainder of your first board year, work with your mentor on implementation.

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The following lists of questions are organized into categories. Board members are asked to answer the questions honestly to best gauge their knowledge in a variety of areas to determine what they should focus on to become more knowledgeable over their time on the board. After completing the checklist, review it with your mentor and use it to prioritize one or two key learning areas to be your focus for the first year. At the end of your first year on the Board, take time to reflect with your mentor on your successes and challenges, and think about where you want to take your learning in the next two years.

The Self-Assessment is for you to keep and refer to as needed throughout your tenure on the board. It does not need to be submitted. We recommend that you revisit the document at the start of each of your years on the board to mark your progress and think about where you want to go next.

Mission & Purpose of YALSA	No	A Bit	Yes
I understand the mission of the association and can accurately recite or describe the mission.			
I have a thorough knowledge of YALSA’s portfolio of book, media and member awards as well as book and media selected lists.			
I have a thorough knowledge of the association’s public-focused initiatives, including Teen Read Week™, Teen Tech Week™.			
I have a thorough knowledge of YALSA’s portfolio of continuing education offerings, including webinars, e-courses, licensed institutes, mentoring, and conference programming.			
I have a thorough knowledge of YALSA’s portfolio of publications, including blogs, periodicals, books, position papers, issue briefs, guidelines, competencies, and toolkits.			
I have a thorough knowledge of YALSA’s advocacy efforts and what it does to support teen services and library workers who serve teens, including YALSA’s portfolio of advocacy resources, involvement in National Library Legislative Day, implementation of District Days and other activities as identified by the board.			
I have a thorough knowledge of the variety of member engagement opportunities that YALSA offers to members, especially those beyond traditional committee work.			
I follow trends and important developments related to the areas on which the association focuses, as outlined in the Organizational Plan.			

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I understand the need for a national association, such as YALSA, to have a social media policy for Board members and understand how I need to support that policy by participating in social media to ensure transparency in governance and to help get the word out about YALSA and the work that it does.			
Totals			

If you answered No or A Bit for 3 or more of the topics listed:

Get started

Take 5 minutes to make sure you are familiar with:

- The YALSA Mission Statement
www.ala.org/yalsa/aboutyalsa

Learn More

Once you are familiar with the Mission Statement spend 30 minutes learning more about recent initiatives of YALSA. As you read, make a list of initiatives that you were not familiar with or that you would like to know more about.

- Read the annual reports of the YALSA President and Executive Director from the last three years
www.ala.org/yalsa/aboutyalsa/annualreports/annual_reports

Consider the YALSA mission and recent projects within the context of information recently provided via surveys. Spend 60 minutes reading and analyzing survey results, as you read the results note new ideas that are sparked by the results and/or questions that the results bring to mind.

- Results from the most recent membership survey
<http://www.surveymonkey.com/results/SM-RW9CFKHF/>

If you answered no to specific items, learn what you can about them from YALSA’s web site:

- Book and media awards and lists: www.ala.org/yalsa/booklists
- Member awards: <http://tinyurl.com/YALSAawards>
- Teen Read Week™: www.ala.org/teenread
- Teen Tech Week™: www.ala.org/teentechweek
- Continuing Education: www.ala.org/yalsa/continuingeducation, www.ala.org/yalsa/yasymposium
- Publishing & Products: www.ala.org/yalsa/products%26publications
- Research: www.ala.org/yalsa/guidelines/research/research
- Advocacy: www.ala.org/yalsa/advocacy
- Member engagement: www.ala.org/yalsa/getinvolved/getinvolved
- YALSA Acronyms: http://wikis.ala.org/yalsagroups/index.php/YALSA_Acronyms (username: Board, password: Board_wiki)

Keep Up

- taking about 15 minutes each week and reading the YALSAblog’s section called “YALSA Info”
<http://yalsa.ala.org/blog/category/yalsa-info/>
- read the weekly YALSA eNews when it is emailed to you each Wednesday

- read the monthly reports from the President and Executive Director that are emailed to you

Apply What You Learned

After expanding your knowledge on this topic please contact your Board Mentor to discuss learning and next steps in the assessment and knowledge acquisition process. Before contacting him/her, consider which of the next steps you would like to focus on. Next steps might include:

- Proposal of a project to the Board that focuses on a topic covered in the Board assessment, or pursued because of the Board assessment, and which will help YALSA move forward in a particular area.
- Facilitation of an ALA Connect discussion or e-chat with the Board on a topic related to learnings.
- Pursuing further learning via the options recommended in the Professional Development Section of the Board Wiki or my mentor.
- Compiling and sharing related resources with other Board members via the Board Wiki.
- Other: make your own suggestion of an activity that you think will help you and/or your Board colleagues better understand the topic.

The YALSA ALA Relationship	No	A Bit	Yes
I understand the structure of ALA and how YALSA fits into that structure.			
I know what the role of the ALA Executive Board is.			
I understand the role of ALA Council and how Divisions and Council interact.			
I understand the role of the Youth Council Caucus and how I can support the work of the group.			
I know how ALA Committees are appointed and the role Board members can play in the formation of those Committees.			
I understand how the ALA ballot is developed and how I can help in the formation of that ballot.			
Totals			

If you answered “No” or “A Bit” for 3 or more of the topics listed:

Get started

Take 5 minutes to read this overview of ALA’s organizational structure. As you read, write down one thing you didn’t know about ALA’s structure prior to reading the information:

- <http://tinyurl.com/6l2zhht>

Learn More

Then spend an hour or so gaining more understanding and getting more detail about ALA’s organization

and how the Divisions like YALSA fit into it by reading these:

- <http://www.ala.org/aboutala/governance>
- ALA and YALSA Overview (this was on the USB you received in your orientation packet)
- This web page <http://www.ala.org/aboutala/governance/financialdata/treasurerspage> features 5 different webcasts about various ALA organizational matters, including:
 - ALA Organizational Structure & Decision-Making Process
 - ALA Operating Agreement

To learn a little about ALA Council and how it is relevant to the work of Divisions, watch this 15-minute video. As you watch, ask yourself, what is one thing I need to be paying attention to as a YALSA Board member when an issue comes to Council?

- <http://tinyurl.com/6ax5lgk>

Spend 10 minutes to get some quick facts about ALA's legal framework, including information about its not-for-profit status and how that affects its tax status and ability to engage in political activity. As you read the information note any questions you have. Ask yourself, is there information here that I don't quite understand?:

- ALA Legal Framework: 20 Questions & Answers
www.ala.org/aboutala/governance/legalguidelines

Then take an hour to get comprehensive information about ALA's governance, by looking through the ALA Policy Manual. Note especially section 6.4.1, which is the Operating Agreement between ALA and its Divisions. As you read, ask yourself, what does this information tell you about how YALSA and ALA work together? How does this impact YALSA's financial planning?

- ALA Policy Manual (especially Policy A.4.3.4.1)
www.ala.org/aboutala/governance/policymanual
- Operating Agreement, <http://ow.ly/q5CO30cCUCE>

Keep Up

- Read the ALA President and Executive Director's columns in *American Libraries*, <http://americanlibrariesmagazine.org/>
- Attend Youth Council Caucus meetings at Annual and Midwinter, and follow their discussions in ALA Connect <http://connect.ala.org/youth-council-caucus>

Apply What You Learned

After expanding your knowledge on this topic please contact your Board Mentor to discuss learning and next steps in the assessment and knowledge acquisition process. Before contacting him/her, consider which of the next steps you would like to focus on. Next steps might include:

- Proposal of a project to the Board that focuses on a topic covered in the Board assessment, or pursued because of the Board assessment, and which will help YALSA move forward in a particular area.
- Facilitation of an ALA Connect or e-chat discussion with the Board on a topic related to learnings.
- Pursuing further learning via the options recommended in the Professional Development Section of the Board Wiki.
- Compiling and sharing related resources with other Board members via the Board Wiki.

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<ul style="list-style-type: none"> Other: make your own suggestion of an activity that you think will help you and/or your Board colleagues better understand this topic. 			
YALSA’s Fiscal Environment	No	A Bit	Yes
I am familiar with the ALA Budget and Review Committee (BARC) and the role they play.			
I read and understand YALSA’s financial statements.			
I am aware of state and federal charitable solicitation laws that apply to our organization and am confident that we are in compliance with such laws.			
I know what the term 501c3 means and what its implications are for YALSA in terms of generating revenue, fundraising, lobbying, sponsorships, etc.			
I know the basic purpose, responsibilities and function of a not-for-profit organization.			
I am familiar with YALSA’s Business Plan and the impact it has on the financial decisions YALSA’s Board makes.			
I know YALSA’s primary sources of revenue and primary areas of expenditures.			
I understand the role that partnerships and sponsorships play in YALSA’s financial picture.			
I understand what planned giving is and how it has a role in YALSA’s finances.			
I understand Board member roles in supporting planned giving.			
I understand how YALSA’s financial picture fits with that of ALA.			
Totals			

If you answered “No” or “A Bit” for 3 or more of the topics listed:

Get Started

Take 5 minutes to look at this Financial Primer. Note especially slides #31 & 32, which summarize the budget process and timeline and show you where the divisions fit into big ALA.

- ALA Financial Primer
<http://ow.ly/AvpL30cCUPu> (.pdf)

Learn More

Next, spend 30 minutes learning more about ALA’s financial structure and budgeting process by exploring these resources:

- <http://www.ala.org/aboutala/governance/financialdata/finlearn>
- <http://www.ala.org/groups/mleader/budget>
- This web page <http://www.ala.org/aboutala/governance/financialdata/treasurerspage> features 5 different webcasts about various ALA financial matters, including:
 - ALA Organizational Structure & Decision-Making Process
 - ALA Operating Agreement
 - Budget Cycle and Process
 - The Long-Term Investment Fund - the Endowment

Next, spend 30 minutes reading through YALSA’s Business Plan. As you read, take note of areas you were unfamiliar with or would like to know more about: <http://ow.ly/euNp30cCV2f> (.pdf). Then spend 20 minutes looking at this presentation on the Board’s Role in Fundraising. What’s one new idea that you have about how you can support the Board member roles in this area?

http://connect.ala.org/files/115457/Fundraising_BoardRole.pptx

Keep Up

- Read fiscal reports posted on the ALA web site www.ala.org/aboutala/governance/financialdata/financialrpts/financialrpts
- Read annual reports on economic impact from <http://www.mckinley-advisors.com/resources/> and the regular blog posts from the Nonprofit Assistance Fund <http://www.nonprofitsassistancefund.org/blog/>
- The Chronicle of Philanthropy hosts live and on-demand webinars: <https://www.philanthropy.com/webinars?cid=UCOPNAVTOP>

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- Proposal of a project to the Board that focuses on a topic covered in the Board assessment, or pursued because of the Board assessment, and which will help YALSA move forward in a particular area. Facilitation of an ALA Connect or e-chat discussion with the Board on a topic related to learnings.
- Pursuing further learning via the options recommended in the Professional Development Section of the Board Wiki.
- Compiling and sharing related resources with other Board members via the Board Wiki.
- Other: make your own suggestion of an activity that you think will help you and/or your Board colleagues better understand this topic.

YALSA Governance	No	A Bit	Yes
I am familiar with the 12 Principles of Governance that Empower Effective Boards as outlined by BoardSource.			
I understand the role of the Executive Director in the association.			

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I understand the roles of the YALSA staff members, and what each person's area of specialty is.			
I understand the relationship between the Executive Director and the Board.			
I understand the role of the YALSA Executive Committee.			
I understand the relationship between the Executive Committee and the Board.			
I am familiar with the ways in which the Executive Committee works with ALA and other Divisions.			
I understand the Board member's role in supporting the work of YALSA's Board Development Committee.			
I know how meeting agendas are developed for Board and Executive Committee meetings and I actively take part in that development.			
I understand my role and responsibilities as a Board Liaison to appointed member groups.			
I understand the purpose of Standing Board Committees and my role as a member of one.			
Totals			

If you answered No or A Bit for 3 or more of the topics listed:

Get Started

Start by spending 20 minutes learning more about what makes for successful association governance. As you read through the document listed below, consider the ways in which you see the YALSA Board successfully demonstrating the principles, the areas in which you have questions, and areas in which you think the YALSA Board might improve:

- The 12 Principles that Empower Exceptional Boards. <http://ow.ly/nHPR30cCW4o>
- Nonprofit Governance: The Last 20 Years https://www.youtube.com/watch?v=A_vsK5Fuwlw

Learn More

Once you have read through the principles of effective association governance spend 60 minutes reading through information on the YALSA Executive Committee and the duties of Board members. As you read, take note of the areas in which you think the work of these groups can help the association Board achieve the 12 principles:

- Board Duties
www.ala.org/yalsa/aboutyalsa/yalsahandbook/boardduties
- YALSA Podcast: Board Member Roundtable
<http://tinyurl.com/3zqkjj5>

- Scope and Responsibility of the Executive Committee
www.ala.org/yalsa/workingwithyalsa/committees/exccommittee
- Executive Committee Duties
www.ala.org/yalsa/aboutyalsa/yalsahandbook/dutiesresponsibilities

Keep Up

- Read the YALSA President & Executive Director monthly reports that are emailed to you
- Access the sites, blogs, etc. in the Resources for Association Governance section of the Board Wiki, http://wikis.ala.org/yalsagroups/index.php/Resources_for_Association_Governance (username: Board, password: Board_Wiki)

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- Other: make your own suggestion of an activity that you think will help you and/or your Board colleagues better understand this topic.

Board Leadership	Yes	A Bit	No
I know and demonstrate the skills, knowledge, and attributes required to be a successful leader in a national organization.			
I am well-versed in the association’s Organizational Plan and the role that Board members have in helping YALSA meet the goals of the plan.			
I understand the role that appointed member groups play in supporting the YALSA Organizational Plan and can articulate to group members and chairs what that role is.			
I am familiar with the Bylaws of the association and how they govern the work of members and the Board.			
I understand the role that communication and social media plays in my work as a Board leader.			
I understand how to effectively communicate with members, using a variety of tools, to promote Board transparency, increase members’ knowledge of			

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how governance works, and get the word out about the work of YALSA and how members can be involved in that work.			
I understand the role that I should take on as a leader in the organization with members.			
Totals			

If you answered No or A Bit for 3 or more of the topics listed:

Get Started

Start by choosing one of these 30 recommended Ted Talk videos on leadership to view:

<https://www.inspiringleadershipnow.com/best-ted-talks-on-leadership/>

Learn More

Spend 30 minutes reading two articles from *Harvard Business Review* on leadership. As you read, consider how the information in the articles represents how you see your role on the YALSA Board and how you demonstrate leadership on the Board. Answer the question, how can I be a better YALSA leader?

- How to be an Inspiring Leader, Harvard Business Review, April 2017
<https://hbr.org/2017/04/how-to-be-an-inspiring-leader>
- The Focused Leader, Harvard Business Review, December 2013,
<https://hbr.org/2013/12/the-focused-leader>

After listening to a video and reading the articles, take 30 minutes to read about and view the presentation by Beth Kanter titled *Creating Your Organization's Social Media Strategy Map*. As you spend time with this resource, consider how the strategies that Kanter mentions relate to the leadership skills you thought and heard about when listening to the Fiorina podcast. Answer the question, how does social media fit into your role as a YALSA leader?

- <http://tinyurl.com/bg5nr6>

Keep Up

- Listen to or watch a free podcast or webcast from the American Management Association
<http://www.amanet.org/training/web-events.aspx?SelectedSolutionType=Web%20Events>

Apply What You Learned

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- Proposal of a project to the Board that focuses on a topic covered in the Board assessment, or pursued because of the Board assessment, and which will help YALSA move forward in a particular area. If the proposal is approved by the Board the Board member who initiated the proposal maybe be asked to spearhead implementation
- Facilitation of an ALA Connect or e-chat discussion on a topic related to learnings.
- Pursuing further learning via the options recommended in the Professional Development Section of the Board Wiki.

- Compiling and sharing related resources with other Board members via the Board Wiki.
 - Other: make your own suggestion of an activity that you think will help you and/or your Board colleagues better understand this topic.
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For More Information

Visit the “Resources for Association Governance” and “Professional Development” sections of the Board Wiki http://wikis.ala.org/valsagroups/index.php/Board_of_Directors (username: Board, password: Board_Wiki) and also try:

YALSA and ALA

- ALA Structure, Organization, Governance
<http://tinyurl.com/6l2zhht>
- ALA Constitution and Bylaws
www.ala.org/aboutala/governance/constitution
- ALA Executive Board Job Description,
http://www.ala.org/ala/aboutala/governance/officers/ebd_mem_job_descrip.pdf
- ALA President and Executive Director Job Description and Responsibilities,
<http://bit.ly/QrPuyn> (.pdf)
- ALA Council: Composition and Charge, www.ala.org/aboutala/governance/council
- Youth Council Caucus, <http://connect.ala.org/node/81259>
- Three most recent years’ worth of YALSA Fiscal Officer Reports, submitted as documents for Midwinter & Annual meetings,
www.ala.org/yalsa/workingwithyalsa/board/documents

Fundraising and the not-for-profit sector

- Nonprofit Assistance Fund: resources and training:
<http://www.nonprofitsassistancefund.org/>
- Chronicle of Philanthropy (incl. live discussions & webinars)
<http://philanthropy.com/section/Home/172/>
- Foundation Center: <http://foundationcenter.org/> (e-courses, videos and webinars)

Board Assessment Rubric

This rubric can be completed by each individual board member at the start of their year, and then submitted to the Board Development Committee. They can compile and analyze the data, and use it to help inform their work.

Leading the Association

Measurable Quality	1 Needs improvement	2	3 average	4	5 exemplary
Having a vision	I have no opinion on where YALSA should be headed, nor do I understand the one described in the Organizational Plan.	I have some ideas on where I think YALSA needs to move forward, and I mostly understand the Organizational Plan.	I have read and understood key documents like the Organizational Plan, and I have several well-formed ideas about what YALSA needs to do to move forward.	I have internalized key YALSA documents and I'm up to date on industry trends and environmental factors. These have led me to forming a strong vision for YALSA.	I have a strong sense of YALSA's mission, goals, and plan, as well as trends and external drivers, and I have fleshed out a clear and detailed vision for what YALSA needs to do to succeed.
Staying focused	I have trouble focusing on YALSA priorities and often get distracted by work or other factors.	Sometimes I can focus on YALSA priorities, but I struggle to do so consistently	I am able to stay focused on YALSA priorities and the work that needs to get done to move YALSA forward.	I am very focused on YALSA priorities, and I am able to ignore distractions and stay focused on YALSA's mission and goals.	I am not distracted by anything, and I am consistently focused on advancing YALSA, as outlined in the Organizational Plan.
Displaying integrity	Occasionally I have had ethical lapses in my work with YALSA. I am not aware of YALSA Board policies or the Board Member Contract.	I rarely have an ethical lapse. I know of Board policies and the contract, but I cannot fully articulate their meaning.	I have no ethical lapses in my YALSA work. I know and understand all YALSA policies, the contract, and other guiding documents.	I have no ethical lapses, I understand all policies, and occasionally I assist other board members with matters of ethics and integrity. I assist with updating or creating board policy.	I have no ethical lapses, I understand all policies, and I regularly assist board members in these matters. I lead the creation or update policies, as needed.
Promoting collaboration	I prefer to work alone and do not see a benefit to	I sometimes collaborate with YALSA colleagues	I understand the importance of collaboration and both	I have internalized the benefits of collaboration and	I can successfully initiate, lead and support collaborative

	collaboration with my YALSA colleagues.	when asked.	participate and initiate collaborative activities.	encourage this behavior in others.	projects in YALSA, and help others become more collaborative or troubleshoot issues with working in a collaborative environment.
Inspiring others	I worry about myself only. I provide no encouragement or motivation to others.	I sometimes make an effort to inspire others, but don't make a regular effort, and have varying measures of success.	I regularly make an effort to inspire others and am reasonably successful.	Many people look to me for inspiration and I try to provide it for them.	Most of my colleagues see me as inspirational and seek me out for support and encouragement, which I thrive on providing.
Making a commitment	I prefer not to make commitments, especially because I may not want to keep them.	Sometimes I am willing to make a commitment, but only in certain circumstances.	I understand the importance of making and keeping commitments in my YALSA work, and expect the same of others.	I value and respect what making a commitment means, try my best to keep my word, and encourage others to do so, too.	My peers acknowledge that I am very reliable and able to make and carry through on commitments. I pride myself in keeping my word.
If you rated yourself a 4 or 5 in any measurable quality please share the tools you use improve your execution of that quality. This will be shared with others so they can develop these skills in their own					

Please Note: All quality examples build on themselves. For instance: if you score yourself a 5, you should also meet the qualities listed in the 4 category.

study.

Meeting Fiduciary Responsibilities

Measurable Quality	1 Needs improvement	2	3 average	4	5 exemplary
Awareness of the fiscal status of YALSA	I have never read a financial report	I have read a financial report but I don't understand it.	I regularly read and understand the financial health of YALSA and can use it to make decisions	I read and understand the reports and use them to make decisions and I can explain YALSA's finances to members and partner organizations.	With my level of expertise, I could chair the financial advancement committee or be Fiscal Officer. I frequently make useful suggestions based on financial data.
ALA Finances	I have no knowledge of ALA finances, such as how the budget process works.	I have some knowledge of ALA finances and how they impact YALSA.	I have a reasonable grasp on ALA finances, including the budget process, the Operating Agreement, and how endowments work.	I have solid knowledge of ALA finances and can knowledgeably ask questions and contribute to conversations about ALA finances and YALSA. When asked, I am sometimes able to help others with basic questions about ALA finances.	I have extensive knowledge of ALA finances, ask probing questions and lead conversations about ALA finances and YALSA. I make an effort to help others build their knowledge of ALA finances.
Industry Best Practices	I have no knowledge of best practices in the	I know a little about association or not-for-	I make an effort to build my knowledge	I have a good grasp of industry best	I have an in-depth knowledge of best and

Please Note: All quality examples build on themselves. For instance: if you score yourself a 5, you should also meet the qualities listed in the 4 category.

	association or not-for-profit industry.	profit best practices, but I don't seek out ways to learn more.	of industry best practices by reading current journals or participating in professional development, if they're recommended to me.	practices, strive to keep informed and build knowledge, and I can articulate to others examples of best practices.	emerging practices, and I help others build their knowledge and skills in this area.
Supporting the organization financially and encouraging others to do so	I have no awareness of the options in place to support YALSA and have not donated to any of these options.	I make an annual donation to YALSA and have a basic knowledge of the differences between Friends of YALSA, the Leadership Endowment Fund, and planned giving.	I make donations to YALSA and understand how my donations will be used.	I make regular donations to YALSA and encourage others to do so through my personal networks and participation in collective donation events. I have an understanding of planned giving and corporate sponsorship.	I regularly support YALSA and actively encourage others to do so. I help the ED solicit corporate sponsorships and identify members for potential planned giving.
If you rated yourself a 4 or 5 in any measurable quality, please share the tools you use improve your execution of that quality. This will be shared with others so they can develop these skills in their own study.					

Please Note: All quality examples build on themselves. For instance: if you score yourself a 5, you should also meet the qualities listed in the 4 category.

Governance

Measurable Quality	1 Needs improvement	2	3 average	4	5 exemplary
Roles of YALSA Staff	I don't know anyone on the YALSA Staff.	I recognize some names but don't know what they do.	I know the names of YALSA Staff and know what some of their roles are.	I interact with members of YALSA Staff and have a working knowledge of their roles and how they support the Organizational Plan.	I regularly interact with YALSA Staff and am very familiar with their roles. I can articulate how their work supports the Organizational Plan.
Role of Board members	I know the basics about what is expected of me as a Board member.	I attend board meetings and read board documents but do not take an active role in meetings or participate online. I have read the organization's bylaws.	I actively participate in Board meetings and activities. I write board documents for discussion and make board motions at meetings. I have a basic understanding of association governance and my role in it.	I actively participate in all Board activities. I understand how bylaws impact the work of the organization. I seek out professional development in nonprofit or association governance.	I am actively involved in Board activities and can explain the roles of members to others. I have assumed a leadership role, such as chair of a standing board committee
Stepping out of your individual organization and taking a broader view of the association	I approach my YALSA Board work within the lens of my daily job.	When reminded, I am able to consider the work of the Board at the national level.	I strive to always consider the impact of Board decisions at a national level. I make decisions from an association framework, not from that of my work's organization.	I always consider the impact of board decisions and YALSA work for members and teens and stay current on best practices in association governance.	I have a broad understanding of the work and impact of YALSA. I can articulate the fundamental role of associations and make decisions through that lens.
Policy	I am aware that there	I read the ALA and	I have read ALA and	I have internalized	I look at YALSA's

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	are policies that YALSA adheres to, but I am unfamiliar with them.	YALSA policies when I started on the board but have not revisited them since.	YALSA policies and am familiar with the topics. I refer back to them when needed or if I have forgotten their specifics.	ALA and YALSA policies and can answer questions from chairs and members, or know where to look to find answers.	portfolio of policies as a whole and think about how they function as a group. I update existing or write new policies, as warranted
Norms	I am not sure how the Board functions or what processes or guidelines are in place.	I am aware of the Guidelines for Board Meetings and other processes, but don't always adhere to them.	I understand the need for process, and I fully adhere to the Guidelines for Board Meetings and follow all protocols and processes.	If asked, I contribute to updating old or creating new processes, and help support a positive board culture.	I lead the way in reviewing and updating processes, protocols and guidelines and actively work to support a positive board culture.
Industry best practices	I do not have knowledge of nonprofit or association work beyond YALSA.	When prompted by the Executive Director or another member of the board, I read articles or watch webinars to learn about industry best practices.	As the need arises, I take advantage of resources that YALSA makes available to me (example: BoardSource) to stay informed about best practices in the non-profit board industry.	I have thought carefully about where I need to build knowledge and strategically seek out information about best or emerging practices in these areas. I share what I learn with my fellow board members.	I lead the way in industry best practices by experimenting with promising or emerging practices that seem like a good fit for YALSA. I take an active role in helping others build their own knowledge in this area.
Relationship with ALA	I am aware that YALSA is a division of ALA. I do not understand how the operating agreement between Divisions and	I am aware that as a Division YALSA pays overhead to ALA in exchange for certain benefits, but I am unaware how much	I am aware of YALSA's relationship with ALA and how it impacts the work of the Board, but I do not actively seek to stay	I am aware of how much funds YALSA pays to ALA and what we get in return, as well as how YALSA can participate in	I actively read ALA council and executive committee documents to be aware of any change in the organization that may

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	ALA impacts YALSA’s work.	and what benefits we get in return.	current on ALA governance news.	ALA discussions and policy making.	impact YALSA. I consider the relationship between ALA and YALSA when drafting or discussing Board proposals.
If you rated yourself a 4 or 5 in any measurable quality please share the tools you use improve your execution of that quality. This will be shared with others so they can develop these skills in their own study.					

Supporting the Work of the Association

Measurable Quality	1 Needs improvement	2	3 average	4	5 exemplary
Knowledge of appointed groups	I only know about committees I have been on, or opportunities I’ve been appointed to.	I know that YALSA has a broad array of committees and other appointed opportunities, like editors, that implement the work in the organizational plan	I am familiar with YALSA’s committees, advisory boards juries, task forces, and resource retreats. I am aware of the appointment and task list process.	I have served on several YALSA appointed groups. I can articulate how they support the work of the Organizational Plan.	I have chaired YALSA appointed groups. I stay aware of how each group is doing. I am able to view the work of the groups holistically make connections between the work that they do.

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<p>Knowledge of and engagement with YALSA publications</p>	<p>I can name two YALSA publications, but I don't read them regularly, or understand how they fit into YALSA's portfolio of services and programs.</p>	<p>I sometimes read the YALSAblog, eNews, JRLYA, and YALS, but I don't know how members can contribute to them. I know they have implications for revenue, but I am not sure what those are.</p>	<p>I know the focus of each YALSA publication and read them regularly. Sometimes I contribute content and feel comfortable telling other members how they can contribute as well. I know the basics of expenses incurred and revenues generated by them</p>	<p>I frequently read YALSA publications. I have written for one or more of YALSA's publications. I recognize the role of YALSA publications as a communication tool, and I can explain to others their programmatic and fiscal role.</p>	<p>I stay up to date on all YALSA publications and I can articulate how their work supports the Organizational Plan and how they fit into YALSA's overall portfolio. I seek out opportunities to maximize their potential as a member benefit and/or revenue stream.</p>
<p>Knowledge of opt-in volunteer opportunities</p>	<p>I only know about appointed opportunities.</p>	<p>I am aware of the many other engagement opportunities for YALSA members, including, but not limited to blogging, mentoring, interest groups, writing/publishing, presenting, crowdsourcing, etc.</p>	<p>I have participated in at least one of these engagement opportunities, and can describe their role and purpose to others, as well as help others see the value of participating in them</p>	<p>I actively promote these engagement opportunities to current and potential YALSA members and keep such opportunities in mind when making Board decisions regarding member engagement</p>	<p>I personally reach out to members to participate in and lead these engagement opportunities. I strive to find new ways to engage members to reach the goals of the organizational plan.</p>
<p>Knowledge of products and services</p>	<p>I can name a couple of YALSA products or services, but I don't use them regularly, or understand how they fit into YALSA's Organizational Plan or</p>	<p>I know about many of YALSA Products and Services and use a few. I have not thought about how they serve the goals of the Organizational</p>	<p>I am aware of each YALSA product and service. Most of the time I feel comfortable telling other members about them. I know the</p>	<p>I have in depth knowledge of YALSA products and services. I recognize how each product or services works to support the Organizational Plan,</p>	<p>I seek out opportunities to maximize their potential and make recommendations for new or updating existing products and</p>

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	budget.	Plan and I know they have implications for revenue, but I am not sure what those are.	basics of expenses incurred and revenues generated by them and how they support the Organizational Plan.	and I can explain to others their programmatic and fiscal role.	services to advance the Organizational Plan.
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Communication and Confidentiality

Measurable Quality	1 Needs improvement	2	3 average	4	5 exemplary
Sharing Externally	I don't know my communication responsibilities as a YALSA Board Member, and am uncomfortable sharing organizational information and news with others unless asked or directed to do so.	I communicate basic, factual information about Board work and organizational news, but refer members to YALSA Staff if asked challenging or emotionally-charged questions. I am available to members by email or at conferences, but I do	I write several blog posts a year about the work of the Board and occasionally share news on social media. At conferences, I staff the YALSA booth and make myself available to members at YALSA sponsored events, where I can share information and	I write blog posts about board work often. I share YALSA news via social media and through personal networks. I make myself available to members at conference and virtually and am always easy to reach. I know when it is	I can confidently share sensitive information with and answer questions posed by YALSA members in a manner that is positive, respectful of the members, and sensitive to Board confidentiality. I write monthly blog posts about the work

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		not strike up conversations.	answer challenging questions about initiatives in which I am well-versed using positive language and futures-focused explanations.	appropriate to respond to a challenging question and when it is better to listen and refer the asker to YALSA staff or exec leadership.	of the board and use social media and in person opportunities to actively invite engagement from members.
Sharing Internally	I don't know the names of all the Board members. I'm not sure of the role of the YALSA staff. I wouldn't know who to approach with member questions and concerns.	I am comfortable providing input during the monthly Board Chat. I read all Board documents and know who to approach for clarification. I understand my role as liaison with my assigned committees and communicate with them quarterly.	I have worked collaboratively with other YALSA members on Board-related tasks. I submit any materials meant for publication in YALSA venues to the Executive Director and the YALSA President before final editing. I am able to communicate in person and in writing using positive language and futures-focused explanations.	I can confidently take the lead on Board-related projects when asked. I am able to offer my opinion and receive feedback with diplomacy and tact. I can redirect conversations or discussions that cast YALSA policies in a negative light.	I am keenly tuned to YALSA's mission and can take a leadership role in the organization. I initiate futures-focused proposals that align with YALSA's organizational plan. In meetings, I set the tone for professional exchanges and treat all members with respect.
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skills in their own study.

Setting Strategic Direction

Measurable Quality	1 Needs improvement	2	3 average	4	5 exemplary
Familiarity with the organizational plan	I am not aware that YALSA has an organizational plan.	I am aware of the organizational plan and see how it connects to my role in YALSA.	I am familiar with the organizational plan and share it with my committee chairs. At least every 6 months, I check the organizational plan to make sure YALSA is meet its goals.	I am familiar with the organizational plan and can articulate it to others. I regularly revisit the plan to make sure YALSA is reaching its goals and get involved when I see opportunities for achievement.	I am very familiar with the organizational plan and it drives my decision making on the board. I share the plan with others and engage them in discussion about how they can help YALSA succeed.
Participation in organizational planning and implementation	I do not participate in organizational planning discussions.	I participate in organizational planning discussions when assigned.	I actively participate in organizational planning without being asked. I respond in a timely manner to all discussions and am prepared for all meetings with an understanding of YALSA's governance and fiscal capacity.	I actively participate in organizational planning and help lead the planning group.	I actively seek out the best professional literature and webinars on organizational planning. I participate in evaluating the success of the of the current organizational plan and lead the team as we begin work on the next plan.
Monitoring progress and assessing impact	I do not take time to evaluate the impact of Organizational Plan	I sometimes include evaluation as a part of project or proposal. I	I include evaluation and impact as a part of every project. I am	I include evaluation and impact as a part of every project, and	Evaluation and impact are always at the forefront of my mind.

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	projects. When I am proposing new ideas or changes, I do not make evaluation or measures of success part of the process.	am unaware of measurement tools or industry best practices in this area, but use past examples as a roadmap.	aware of some measurement tools and best practices around evaluation and employ them in my work for YALSA.	know which measurement tools are the best fit for a particular project. Sometimes I am proactive in evaluating current projects and their impact.	I am proactive seek out new or better methods for measurement, and recommend them to the board.
Leading the Transformation (national perspective)	I am not aware of any plans for organizational change.	I understand that YALSA activities need to be aligned with the new organizational plan, but do not know anything specific.	I stay informed of any proposed changes by reading blog posts, YALS articles, reports from the YALSA President, and other written communications.	I participate in the YALSA President’s Town Hall discussions and attend YALSA Board Meetings so that I can hear the discussions on proposed changes.	I actively engage in discussions concerning proposed re-alignment changes by attending Town Hall Meetings and YALSA Board Meetings, contributing ideas and feedback. I write blog posts and articles explaining proposed changes to others.
Funder and Partner Development (communicating and relationship building with partners)	I am not aware of YALSA’s funders or partners and do not actively seek out new ones.	I am aware of current partners and funders but do not actively seek out new ones.	I am aware of current partners and funders and send new contacts to the ED and President at least once a year. If a new funder or partner were to contact me, I know where to send them next.	I am aware of current partners and funders and actively help support these relationships and build new ones. I share the opportunities these relationships support with YALSA members. I contribute my experience to help members connect with	I am aware of current partners and funders and support ongoing relationships. I am always looking to develop new relationships and have a good understanding of how YALSA is engaging new partners. I help YALSA members take

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				partners and funders in their community.	advantage of these opportunities and share my knowledge of how to develop relationships with other board members and YALSA members.
Advocacy	I don't know anything about advocating for YALSA or its mission.	I know about District Days and National Library Legislative Days. I know about ALA's Washington Office.	I participate in District Days. I receive and re-tweet messages from ALA's Washington Office.	I regularly approach local organizations as an advocate for YALSA and teen library services. I participate in state and regional conferences as a representative of YALSA.	I organize individuals and groups to approach local, state, and federal policymakers. I write position papers on issues of importance to YALSA.
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THIS SECTION IS JUST FOR THE EXECUTIVE COMMITTEE

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Executive Committee Responsibilities

Measurable Quality	1 Needs improvement	2	3 average	4	5 exemplary
Providing a contact point for ALA via individual committee member roles. (For example, the Fiscal Officer liaises with YALSA’s representative on the ALA Budget Analysis and Review Committee)	I am unaware that executive committee members are expected to liaise with ALA.	I liaise with ALA when directed by the president or ED.	I liaise with ALA as required by my role within the executive committee.	I liaise with ALA as required by my role within the executive committee. I sometimes initiate relationships and communication with ALA liaisons.	I regularly initiate communications with my ALA liaisons and my fellow executive committee members to build a strong productive relationship with ALA. I report back to the larger board and membership as needed.
Represent YALSA at ALA meetings such as the BARC/Division Leaders’ Meeting and the ALA and Division Leaders’ Fall Executive Committee Meeting	I have not attended a meeting as a YALSA representative.	I sometimes attend meetings required by the executive committee role as a passive participant.	I attend all meetings as required by my role in the executive committee as an active participant and report back any pertinent information.	I am an active participant in all required meetings and sometimes take on leadership roles.	I seize all opportunities to share YALSA’s voice at ALA meetings and bring the information shared at those meetings back to YALSA as needed.
Co-plan and take turns leading the bi-annual AASL/ALSC/YALSA Joint Executive Committee Meeting	I am not active in the bi-annual joint meetings.	I sometimes attend meetings required by the executive committee role as a passive participant.	I help lead the joint executive meetings when asked or required and come prepared to facilitate.	I actively look for leadership opportunities in the joint executive committee meeting and am an active participant in all meetings.	I lead joint executive committees and help to shape agendas and documents when I am not leading the meeting.

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<p>Act as the board's eyes and ears in the financial operation, translating the finances into ordinary language and simple numbers, so board members can make informed decisions.</p>	<p>My understanding of YALSA's financial operation does not exceed that of an average board member.</p>	<p>I am building my understanding of YALSA's financial operations and can answer most questions from other board members, and know who to direct them to when I don't have an answer.</p>	<p>I am very familiar with YALSA's financial operation and work with the executive committee to communicate that to the larger board.</p>	<p>I am well versed with YALSA's financial operation and the people involved. I can answer questions directed to me, and offer my knowledge to new members and those struggling to understand YALSA's finances.</p>	<p>I have a deep understanding of YALSA's financial operation and actively work with all board members to make sure they have all the information and understanding they need to make the best fiscal decisions for YALSA.</p>
<p>If you rated yourself a 4 or 5 in any measurable quality please share the tools you use improve your execution of that quality. This will be shared with others so they can develop these skills in their own study.</p>					

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