

**Spring Executive Committee Meeting
April 17, 2015 via Conference Call**

Topic: Proposed Strategic Planning Framework & Timeline

Background: In February 2015 the Board re-booted its strategic planning effort, and directed the Executive Director to recruit a consultant who could facilitate discussions with the Board in order to develop a new strategic plan that is outcomes focused and aligned with the principles put forth by Bridgespan's Strategic Clarity process. The consultants, Ester Mae Cox and Dennis Jennings, have provided the information below for the Executive Committee's consideration. The consultants come to us from the Institute of Cultural Affairs.

Action Required: Discussion

- Key messages: YALSA seeks to discover "who we are" and "where we want to go"
 - During strategic planning a goal is to keep conversations at a high level and not "get down into the weeds"
 - The Board wants to be more outcomes-focused
- Developing a Theory of Change: a typical practice for developing a Theory of Change is to have the goals and objectives clearly defined prior to undergoing the Theory of Change Process. The three outcome arenas the Board has identified in the impact statement are not sufficiently defined at this time

Background on the Proposed Framework and Timeline

The proposed framework has been created with the key items above in mind. The goal is to enable the Board to bring more definition to the outcomes while at the same time developing a strategic plan that will prepare the Board for launching and implementing what it is going to require for YALSA, the organization, to carry out strategies with the audiences the Board chooses to target.

The framework presented here is a draft, and the consultants are prepared to be flexible in the timing and approach and adaptations of it to the best of their abilities; and to play the facilitator roles that will be most helpful to YALSA.

Per the consultants, the values they intend to bring to the process are those of inclusive participation and profound respect in the collaborative work the Board is doing; all the while, being open to creativity and providing opportunities for reflection and learning that will result in action and ownership of the results.

Additional Resources:

- Bridgespan Strategic Clarity Process Guide <http://ow.ly/LyCWm> (.pdf)

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Item #6

- Draft Intended Impact Statement <http://ow.ly/LyD8c>
- Institute of Cultural Affairs www.ica-usa.org/?page=process
- YALSA Strategic Plan www.ala.org/yalsa/aboutyalsa/strategicplan

PROPOSED TIMELINE AND FRAMEWORK

DATE	WHAT	SESSION FOCUS QUESTION(S)	HOW
May 6	3 Year Projected Accomplishments	What do we project we have in place in 3 years that will support the broad, draft outcomes?	Brainstorm and organize themes in order to more clearly identify outcomes for the intended impact statement
June 3	Naming Arenas of Accomplishment	What is a phrase that describes the accomplishment(s) we will see in place?	Complete consensus on Arenas of Projected Accomplishment in order to finalize intended impact statement
June 26-30 at ALA Annual	Barriers and Opportunities Strategic Directions – Part 1	What are barriers and constraints to our accomplishments? What are opportunities that will support our accomplishments? What are Strategic Actions we can take to address our barriers and build on our opportunities?	Brainstorm, organize and complete consensus on Key Barriers and Opportunities in order to gather information that will inform the creation of the Theory of Change If time allows, brainstorm action and organize Strategic Action arenas of work
August 5	Strategic Directions Workshop – Part 2	What are our Key Strategic Directions that inform our Outcomes?	Complete consensus on our Strategic Directions to be incorporated into the Theory of Change
September 2	Develop Theory of Change for Outcomes – Part 1	What is our Theory of Change that will maximize our achievement of projected short and medium term outcomes?	Gather input to ToC Process Implementation Steps (See next page)
October 7	Develop Theory of Change for Outcomes – Part 2		Executive Committee Develop ToC Draft Between Sessions to share out with the Board for their refinement
November 4	Develop Phased Time Frame of Outcomes	How will we phase our implementation over the coming 2 years?	Develop phased time frame of outcomes, based on the accepted Theory of Change

THEORY OF CHANGE PROCESS ELEMENTS

- **Relevant Information /Learning Agenda** What data do we need to gather or research do we need to do?
- **Intent – Where do we want to go with this outcome? Prepared to be accountable for?**
 - What are short-term changes in knowledge/behavior we will see in 1-2 years?
 - What are medium term changes in knowledge/behavior we will see in 3-5 years?
- **Participation** – Who do we reach? Specifically
- **Partnership and Alignment Opportunities** – Who else is addressing this or is interested in this?
- **Capacity Building Needs** – What training or technical assistance is needed?
- **Influence** – What needs or opportunities may exist for policy change?
- **Assumptions** – What conditions must be in place for best chance of success?
- **Values/Beliefs** – What values or beliefs do we hold that undergird this outcome?
- **Inputs** – What do we invest? (In terms of human resources/financial resources)
- **Activities** – What do we do?
- **Evaluation** – How will we know or measure what progress we are making in this outcome?
 - What will be indicators of success in this outcome?

This process will require:

A leadership team who will own and manage the process and communicate with the facilitators between sessions. This will include work on sharing products from virtual sessions with others who may not be present, integrating their input and drafting language that can be brought back to the group for consensus in subsequent sessions.

Commitment of a consistent, dedicated core group in each of the virtual sessions who will represent continuity from session to session and able to access the virtual tools that will enable their participation in the strategic planning process. This is requiring a level of commitment beyond the normal monthly virtual chats.