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In addition to the future assumptions, the Four Planning Horizon's model was used as a framework to create the strategic plan:

A list of relevant factors in the long-range horizon (10-15 years into the future), core purpose, core values, Big Audacious Goal (B.A.G.) and a vivid description of future success;

Five goal areas that identify where the YALSA will direct its energy in the next several years. The goal areas focus on outcomes beneficial to YALSA and its members.

A set of strategic objectives in each goal area setting measurable direction for the organization to head in to achieve its goals.

A set of strategies that identify the actions the organization will undertake in the next 1-3 years in order to achieve each goal area.

A set of Action Plans that identify the steps YALSA leadership and staff will need to take in order to implement the strategic plan will need to be developed in order to assist in joining the strategic plan to the association's annual operational plan and budget.

## **A n n o u n c e m e n t**

YALSA's leadership views the process of strategic planning as an ongoing process within YALSA. This is not a "strategic planning project" that is completed. Adoption of a plan is an affirmation of the general intent and direction articulated by the vision, goals and strategic objectives.

Progress toward achieving plan strategic objectives and goals will be assessed annually, and the plan will be updated based on achievement and changes in the needs of the stakeholders served.

**10-30 YEAR PLANNING HORIZON**  
**~ CORE IDEOLOGY & ENVISIONED FUTURE ~**

*Core ideology describes an association's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** – the association's reason for being – and **core values** – essential and enduring principles that guide an association. **Envisioned future** conveys a concrete yet unrealized vision for the association. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.*

**fo doo y**

**fo doo y**

To advocate for excellence in library services to the teen population.

**fo doo y**

- Visionary and passionate leadership.
- Commitment to member service.
- Absolute integrity.
- Open, inclusive, and collaborative environment.
- Excellence and innovation.
- Equity of access for young adults.

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**B. Ad co fo**

To be the driving force behind all excellent young adult services in every library serving teens.

**A d c on o**

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**5-10 YEAR PLANNING HORIZON**  
**~ ASSUMPTIONS ABOUT THE**  
**RELEVANT FUTURE ~**

*In order to make progress against the 10-30 year Envisioned Future; an organization must constantly anticipate the strategic factors likely to be affected, and to assess the implications of those factors. This process of building foresight about the future will help YALSA to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this forecast,*

There will be increased s



***3-5 YEA***

3. Increase advocacy within the local community.

*Strategies:*

Refocus more resources on creating partnerships with strategic national organizations with local affiliations. (FY05)  
Develop workshop materials for use within the local community to explain the value of library services for teens. (FY06)

4. Increase advocacy within the library institutions.

*Strategies:*

Communicate to library schools the need for expanded course offerings in young adult services. (FY06).

## **fo A M n**

As a result of YALSA's marketing efforts, the profession of librarianship understands the value of the organization's products and services.

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1. Increase member knowledge about YALSA's products and services.

*Strategies:*

Conduct research to assess success of current marketing and communication activities and strategies. (FY06)  
Create and implement an integrated and strategic marketing plan to communicate to members about YALSA products and services. (FY07)

2. Increase awareness of YALSA to library decision-makers.

*Strategies:*

Collect anecdotal evidence and success stories to support the value of young adult librarians. (FY05)  
Create boilerplate packages to use for PR. (FY05)

3. Increase communications to targeted YALSA member prospects.

**fo A c**

YALSA members and ALA recognizes the organization as a clearinghouse for library relevant teen research.

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1. Refocus Y

