

YALSA Board of Directorc

I. Vision and Mission Statement

In every library in the nation, quality library service to young adults is provided by a staff that understands and respects the unique informational, educational and recreational needs of teenagers. Equal access to information, services and materials is recognized as a right not a privilege. Young adults are actively involved in the library decision-making process. The library staff collaborates and cooperates with other youth-serving agencies to provide a holistic, community-wide network of activities and services that support healthy development.

To ensure that this vision becomes a reality, the Young Adult Library Services Association (YALSA), the fastest growing division of the American Library Association (ALA):

- Advocates extensively (w)Tj 6.01139 0 Td (o)Tj 6.01139 0 Td (c)Tj 5.35014 0 Td88 0 Td (t)Tj-5o

- Creates and maintains communication links with other units of ALA whose developme

a scholarly forum for members and others interested in young adult literature to interact with one another, take part in professional development opportunities, share papers, etc.

Morris Endowment – In late 2003 it was announced that YALSA was one of the beneficiaries of the IRA of William C. (Bill) Morris. YALSA's portion was \$400,000. According to the terms of the agreement with Mr. Morris, the fund is restricted for fifty years. During that time period, the "Board of Directors may use such portion of the net income and net appreciation of the Fund as it shall from time to time determine for the

Sizzling Summer Reading Programs for YAs, 2 nd ed.	2006	ALA Editions
Fair Garden & the Swarm of Beasts	2002	ALA Editions
Get Connected: 50 Tech Programs for Teens	Forthcoming 2007	Neal-Schuman

Pamphlets

Title	Copyright	Publisher
Outstanding Books for the College Bound...	2004	ALA Graphics
Best of the Best Books for YAs	2005	ALA Graphics
Mixed Media: Best Audiobooks & DVDs for Teens	Forthcoming 2006	ALA Graphics

Periodicals

Title	Copyright	Publisher	Format
Young Adult Library Services (YALS)	2002 - present	YALSA	Print, quarterly
YAttitudes	2001 - present	YALSA	Online, quarterly

Products

- Teen Read Week products (vary from year to year)
- Teen Tech Week products (vary from year to year)
- Award seals (for Printz and Edwards awards. Seals for proposed Morris award forthcoming)

Awards:

- Member Awards & Grants:
 - a. Baker and Taylor/YALSA Conference Grants
 - b. Book Wholesalers, Inc./YALSA Collection Development Grant
 - c. Sagebrush Award for a Young Adult Reading or Literature Program
 - d. Frances Henne/YALSA/VOYA Research Grant
 - e. Great Book Giveaway
- Literary

- c. Printz Reception
 - d. 30+ programs and meetings
- ALA Midwinter Meeting
 - a. Electronic Gaming Night
 - b. Midwinter Institute
 - c. 30+ meetings
- Licensed Institutes
 - a. Power Up With Print
 - b. Get Graphic
 - c. New Technologies & Literacies for Teens (forthcoming 2007)
- E-Courses
 - a. New Technologies & Literacies for Teens
 - b. OutReaching Teens
 - c. Pain on the Brain
 - d. YALSA Competencies Live
 - e. Power Programming for Teens
 - f. Making the Match
 - g. Reaching Teens Virtually
- Serving the Underserved train the trainers program

Initiatives

- Teen Read Week
- Teen Tech Week (forthcoming March 4-10 2007)
- Support Young Adult Literature Day (forthcoming April 19, 2007)
- Selected lists (recommended reading, listening and viewing for teens)
 - Best Books for Young Adults
 - Great Graphic Novels for Teens
 - Outstanding Books for the College Bound
 - Popular Paperbacks for Young Adults
 - Quick Picks for Reluctant Young Adult Readers
 - Selected Audiobooks for Young Adults
 - Selected Videos & DVDs for Young Adults
 - Teens' Top Ten
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IV. Competition in the Marketplace

YALSA has no direct outside competitor that provides the broad range of products and services it does.

Associations that focus on books, reading and literature such as the International Reading Association and the National Council of Teachers of English would come closest to appealing to current and potential YALSA members. Internally, the Public Library Association (PLA) and the American Association of School Librarians (AASL) are prime competitors, especially in continuing education opportunities offered through national conferences. Externally, a variety of commercial publishers and for-profit/non-profit CE providers compete for continuing education dollars. While there has existed a strong tradition in YALSA to make everything freely available to the public, the organization has implemented changes in order to create incentive for nonmembers to join the organization.

Journals, such as *Voice of Youth Advocates*, and *School Library Journal*, compete with YALSA's membership perquisite, *Young Adult h 3.00 6 0 d*

“Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division’s estimated revenue, and allocate an appropriate General Fund supplement.

“Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a division is unable to meet this 50% level for two consecutive years, its status as a division to Council must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generative products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.”

Beginning in FY 05 YALSA is now governed by policy 6.4.1, Section V. FY 05 was YALSA’s first year without the ALA subsidy, and is working hard to ensure a fiscally sound future. In order to achieve this, YALSA will develop bold new initiatives that will capture the imagination of its stakeholders and produce a return on investment that will allow YALSA to achieve its goals. YALSA is not afraid of taking the risks necessary to expand its products and services in order to increase revenues. In the past few years, YALSA has

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VIII. Risks

YALSA faces some potential risks over this next business cycle. It is entirely possible that the goals outlined below may not be attainable due to a number of external or internal factors.

Moving away from the small division subsidy was a calculated risk, and it will take a few years for YALSA to generate new revenues to build its net asset balance. In FY 05 and FY 06 expenditures were laid out in order to establish new revenue generators. Beginning in FY '07, YALSA will begin to see return on this investment. It will, however, remain critical to closely monitor expenses and minimize them where possible.

ALA could face major staff changes brought about by retirements, resignations or realignments that could require a larger financial burden on the division. The current economic climate in the United States is one that is continuing the slow climb out of a recession-like atmosphere. Unemployment is high, tax receipts are down, and so are library budgets throughout the country. Some states, rocked by the need to significantly tighten their budgets, have either significantly cut funding to their state libraries, or proposed the elimination of those libraries. As a result, ALA is also facing difficult financial times. If this climate persists, continuing education activities and services, a cornerstone of future revenue gains (see below), could be greeted without enthusiasm by the customers YALSA wishes to target.

IX. Strategies

In recent years, YALSA has had significant success in increasing membership and other areas of revenue. It must continue these increases, although it is not realistic to expect increases at the same levels. YALSA must prepare additional strategies to develop new revenue streams while maximizing existing eff 3.005690676 0.7Ej (4.027535014 0.7Ej 4.07) 65.290021396 7.0Ej 5.33064380 6.0Ej 5.6

- **Young Adult Literature Symposium:** The Symposium will be analyzed for revenue generating opportunities, including publications and use of the event to promote YALSA's related products and awards.

X. Financial Goals

By the end of this Business Plan-cycle, YALSA will:

- Implement the division **dues** increase and grow membership a minimum of 5% per year through recruitment efforts at state library association conferences, member campaigns during Teen Read Week and other means.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Dues	140,000	1485.5	4467.5	3.99976	3.99976

- Publish at least two **monographs** per year, and consider

Net Revenue	23,000*	24,150	25,358	26,626	27,957
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