

**YALSA Board of Directors Meeting
ALA Annual Conference, Las Vegas
June 27 – July 1, 2014**

Topic: 2014 – 2017 Business Plan

Background: Dues cover only about 30% of what it costs to provide the current level of services, resources, support via advocacy, etc. that YALSA offers its members; therefore, it's vital that the organization identify other funding mechanisms to support member needs and organizational goals. This is typically outlined in YALSA's Business Plan, which ALA requires Divisions to create and maintain as part of the annual budgeting process. Additionally, YALSA is part of ALA, which is a 501(c)3 not-for-profit. There is often a misperception that 501(c)3 organizations are not permitted to make a profit. That is incorrect. 501(c)3's may make a profit, so long as those funds are put back into supporting the mission of the organization. So, the board will want to pursue a revenue growth strategy in order to make bigger strides towards achieving YALSA's mission and meeting member needs. The current plan is out of date, so Linda Braun, Pam Holley and Beth Yoke have worked to update the plan. A draft is provided to the board below. The board will want to determine whether the plan is acceptable as-is, or if it needs improvements.

Action Required: Action

DRAFT BUSINESS PLAN

I. Executive Summary

YALSA has functioned without ALA's small division subsidy since FY05. In that time YALSA experienced significant growth and implemented new revenue streams. The onset of the recession in early FY09 has led to reduced revenues overall. The next few fiscal years are critical for YALSA as it seeks not only to develop a new revenue strategy, but to re-align the organization based on the recommendations in YALSA's new report "The Future of Library Services for and with Teens: a Call to Action." It will be important to closely monitor financial trends and market activities to ensure that YALSA is positioned to maximize revenues, while at the same time pursuing innovation and new opportunities. The report calls for significant changes in the way libraries serve teens, and a key challenge for YALSA in the next few years will be to build capacity in order to help libraries implement the recommendations called for in the report.

Based on industry trends, a probable strategy for YALSA in the next few years will be to build capacity by means other than product and service sales, including annual fundraisers,

planned giving, grant writing, corporate sponsorships and strategic partnerships. While fee based products and services will remain in the mix of revenue streams, they cannot be the centerpiece.

II. Mission

The mission of the Young Adult Library Services Association (YALSA) is to expand and strengthen library services for teens, aged 12-18. Through its member-driven advocacy, research, and professional development initiatives, YALSA builds the capacity of libraries and librarians to engage, serve and empower teens. The following concerns and activities are interdependent in fulfilling the goal of YALSA:

- Advocates the young adult's right to free and equal access to materials and services, and assists librarians in handling problems of such access.
- Evaluates and promotes materials of interest to adolescents through special services, programs and publications, except for those materials designed specifically for curriculum use.
- Identifies research needs related to young adult service and communicates those needs to the library academic community in order to activate research projects.
- Stimulates and promotes the development of librarians and other staff working with young adults through formal and continuing education.
- Stimulates and promotes the expansion of young adult service among professional associations and agencies at all levels.
- Represents the interests of librarians and staff working with young adults to all relevant agencies, governmental or private, and industries that serve young adults as clients or consumers.
- Creates and maintains communication links with other units of ALA whose developments affect service to young adults.

III. Background & Structure

Background

YALSA, with over 5,100 members, is the fourth largest division of the American Library Association (ALA), the oldest and largest library association in the world. YALSA was founded in 1957. Based in Chicago, YALSA is a member-driven organization. The association exists to provide a diverse program of continuing education, publications, and advocacy for its members and others interested in the advancement of library services for and with young adults.

Governance Structure

YALSA is governed by a 17 member Board of Directors. Members of the Board are elected by the membership of the association and serve three year terms. Each year YALSA's Governance Nominating Committee presents a slate of candidates who stand for election. YALSA's Executive Director is an ex officio and non-voting member of the Board. YALSA has a set of Bylaws that lay out key policies which govern the internal management of the association. Within YALSA's framework there are many groups set up to help advance the

work of the association and facilitate member engagement. These groups include standing committees, task forces, advisory boards, juries, and interest groups.

IV. Fee-based Products and Services

Description

- **Book Award Seals** – seals are primarily sold in bulk to publishers, but are also available to libraries through the ALA Graphics catalog. Seal sales are assessed at 50% of the ALA overhead rate. YALSA sells seals for five of its six annual awards:
 - Edwards: for significant and lasting contribution to YA literature by an author (honors an author as well as a specific body of his/her works)
 - Morris: for a first time author writing for young adults
 - Nonfiction: for factual works written for young adults
 - Odyssey: for best audiobook production for youth (partner with ALSC)
 - Printz: for best young adult book in a given year
- **Continuing Education**
 - **E-Courses** – YALSA offers three sessions per year: winter, summer and fall, with one course offering per session. Courses provide 10 contact hours. Pricing is set at \$135 for YALSA members, \$175 for ALA members and \$195 for nonmembers. Organizations can license at 25 seat e-course for \$3,375. At ALA e-courses are assessed at half of ALA's overhead rate.
 - **Licensed Institutes** – YALSA currently has five licensed institutes that are offered at a fee of \$4,500 per institute.
 - **Webinars** – Since March 2010 YALSA offers one webinar on the third Thursday of each month for a fee. Beginning in January 2014 these, webinars became a benefit of membership, and members can participate in them at no cost. Additionally, all of the 40+ archived webinars are free to members.
- **Membership dues** – **In order to be a member of YALSA, one must first join ALA. As of FY14, personal YALSA member dues are \$60, while retired, student and advocate YALSA members pay \$25. Organizational and corporate dues rates for YALSA members are \$70.**
- **Periodicals (ads & subscriptions)** – YALSA works with an ad representative to sell ads for all of its periodicals. Ad sales for publications that are a prerequisite of membership are not subject to ALA overhead charges.
 - All YALSA members receive a subscription to *Young Adult Library Services* as a prerequisite of membership, although subscriptions are also available for \$70 per year (subscriptions are assessed at half of the ALA overhead rate). The journal serves as a vehicle for continuing education for library workers who serve teens, as a showcase for current best practices in this specialty, and as a spotlight for significant activities and programs of the association.
 - YALSA publishes a weekly email newsletter, *YALSA E-News*, which is a prerequisite of membership. The focus of this publication is on news of the association and member engagement opportunities.
 - The purpose of the *Journal of Research on Libraries and Young Adults*, a refereed e-publication, is to provide a freely available resource that compiles and highlights research that supports YALSA's Research Agenda. It is on a continuous publication cycle.

- **Publications (other than periodicals)** – On items published with a publisher YALSA generally receives a 10% royalty. For items published with a publisher outside of ALA, royalties are assessed at half of ALA’s overhead rate.

Title	Current Copyright	Publisher
Annotated Booklists for Every Teen Reader	2010	Neal Schuman
Answering Teens’ Tough Questions	2012	Neal Schuman
Being a Teen Library Services Advocate	2012	Neal Schuman
Best Books for YAs, 3 rd ed.	2007	ALA Editions
Best of YALS: Programming for TRW & TTW	2011	YALSA
Young Adults Deserve the Best: YALSA Competencies in Action	2010	ALA Editions
Complete Summer Reading Manual	2012	YALSA
Cool Teen Programs for Under \$100	2009	YALSA
Evaluating Teen Services & Programs	2012	Neal Schuman
New Directions in Library Service to YAs	2002	ALA Editions
Hit List for YAs 2	2002	ALA Editions
Hit List for YAs 3	Forthcoming 2014	ALA Editions
Excellence in Library Services to YAs, 6 th ed.	Forthcoming 2015	YALSA
Outstanding Books for the College Bound, 3 rd ed.	2011	ALA Editions
Outstanding Books for the College Bound (digital download)	2014	YALSA
Practical Programming: the Best of YA-YAAC	2013	YALSA
Reads 4 Teens (digital download)	2014	YALSA
Sizzling Summer Reading Programs for YAs, 2 nd ed.	2006	ALA Editions
Fair Garden & the Swarm of Beasts	2002	ALA Editions
Risky Business: Taking & Managing Risks in Library Services for Teens	2010	ALA Editions
Multicultural Programming for Teens & Tweens	2010	ALA Editions
Official YALSA Award Guidebook	2008	Neal Schuman
Quick & Popular Reads for Teens	2009	ALA Editions
Young Adults Deserve the Best: curriculum kit on teen behavior	2013	YALSA
Young Adults Deserve the Best: curriculum kit on teens and technology	2013	YALSA

In May of 2014 YALSA requested that the publisher take the highlighted titles out of print

- **Teen Read Week™ & Teen Tech Week™ Products:** YALSA sells posters, bookmarks, etc. through ALA Graphics and receives a royalty percentage:
 - 15% on posters

- 10% on pamphlets, web files and sets
 - 5-8% on promotional items like bookmarks, pens, lanyards, etc.
- Royalties from ALA Graphics are not subject to the ALA overhead rate.
- **Ticketed Events at Conferences**—Revenue comes from ticketed events like the YA Author Coffee Klatch, the Printz Reception and the Edwards Luncheon.
 - **Young Adult Literature Symposium** –The purpose of this annual event is to provide continuing education for members and others interested in young adult literature, and the chance to interact with one another, build new skills, share papers, etc.

Positioning of Products/Services

- **YALSA is widely known within the library community for its literary awards and selected lists, but lesser known for guidelines or standard-setting resources relating to young adult librarianship. YALSA would benefit from a marketing effort designed to raise awareness of YALSA’s guidelines and related resources.**
- **Products and services are primarily marketed to librarians and library workers. Positioning products and services so that they are attractive to other markets, such as educators or afterschool providers, could yield positive results for YALSA.**
- **YALSA is a respected brand in the library community, which gives the organization an advantage when positioning products and services.**

Future Products/Services

- **Given the significant changes in the association industry since the recession, it is essential for YALSA’s leadership to pursue innovation as well as new products and services.**
- **The publication of YALSA’s report, “The Future of Library Services for and with Teens: a Call to Action” in 2014 has implications across the association, including fee-based products and services. YALSA’s Board will be exploring these opportunities in the months ahead.**
- **It will also be important to regularly scan the environment to proactively identify challenges, opportunities, potential shifts in audience, and so on. One persisting trend that must be considered, for example, is that fewer members can afford to travel to national conferences.**
- **There is a concerted movement on the horizon to come together across organizations to create a coordinated strategy and platform for continuing education, and the trending is towards free or at-cost offerings. This segment is already in significant flux due to new competitors entering the market, evolving delivery mechanisms, the changing CE needs of library staff and more.**
- **Possible future products and services, could include entirely new products, such as consulting services to libraries and ad revenue via mobile apps.**
- **It will also be important for YALSA to evaluate existing products and services to ensure they are still viable in a rapidly changing environment.**
- **Taking stock of existing content and exploring ways that it could be repurposed for a revenue opportunity will also be a good strategy for YALSA.**

V. Market Analysis

Summary of Current Market

All segments of the library market were negatively impacted by the recession and library budgets have struggled to rebound in the years since. Many libraries laid off staff and the employees that remain have less access to funds for purchasing services or products, including those provided by YALSA. In the post-recession landscape, funding for libraries is a mixed bag. ALA's 2014 State of America's Libraries report indicated that "twenty states said there had been no change in the amount of state funding for public libraries in FY2014, and 14 said that funding had increased. In FY2013, 10 of 46 states had reported decreases in direct aid to public libraries." Even before the recession, flat funding was an obstacle and had been a challenge as early as 2003. A report from the National Center for Education Statistics (NCES) released in August 2013 showed that school library spending on books and audiovisual materials decreased by an average of 10.5% (\$760) from 2007–2008 (\$7,260) to 2010–2011 (\$6,500). Additionally, the number of school librarians in the U.S. shrank by 7% from 2004 to 2011.

Target Market & Customers

YALSA's primary market is librarians and library workers who work with teens, including teen services librarians, youth services librarians, librarian generalists and paraprofessionals in public libraries and secondary school librarians. The economic downturn has put pressure on this market, especially the teen services librarians in public libraries. Prior to 2008 this was a growing segment in public libraries. PLA's 2007 PLDS Statistical Report indicated that 51% of public libraries had at least one full time teen services librarian. However, the 2012 report indicated that just 33% of public libraries had at least one full time teen services librarian. Additionally, the number of school librarians in the U.S. shrank by 7% from 2004 to 2011.

Secondary markets include professors of library and information science, educators, afterschool program staff and librarians overseas. A recent report from IMLS showed that 77% of all public libraries are small with a median staff 2.5, and 47% of all public libraries are rural with a median staff of 1.5. Targeting staff in small libraries could expand YALSA's customer base. Librarians overseas are a limited market, because by and large teen services is not a focus for them.

Customer Characteristics, Needs & Buying Factors

- Characteristics of YALSA members (according to the 2008 ALA Member Survey, which is the most recent data available from ALA)
 - 91% female
 - 41% under age 44
 - 88% have a master's degree or higher
 - 49% make less than \$50,000 a year
 - 59% work in a public library, while 33% work in a school library

- 37% of members are in a supervisory or management position
- 52% have worked in the field for 10 or fewer years

- Needs (based on a 2012 YALSA member survey)
 1. Access to current information about YA materials
 2. Knowledge of best practices in teen services
 3. Professional development opportunities
 4. Access to information about emerging technologies

- Buying Factors
 - Free or Inexpensive: As a result of the lingering recession environment, library staff have shifted away from attendance at national conferences towards smaller regional conferences, which tend to be more affordable. Library workers have also trended away from more costly continuing education, such as a four week e-course, toward cheaper options such as webinars. Library workers are also seeking out free options to replace what they once would have paid for. For example, free continuing education options could include downloading free podcasts or reading free content on blogs.
 - Convenience: Another key trend is toward online and mobile resources, including continuing education. Participation in virtual environments or use of online resources precludes the need for costly travel and helps cost-conscious librarians stretch their limited dollars. Recent member surveys indicate that members still value face to face learning opportunities, but they prefer these to be held locally.
 - Value: Members need to perceive that they're receiving a value for what they're spending.
 - Quality: Members rely on the YALSA brand to ensure that they're buying an item that is of high quality.

VI. Competitive Analysis

Nature of Competition

Competition comes from both the for-profit and the not-for-profit sectors, and varies by type of product or service. Overall, the level of competition has increased in the past few years from for-profit organizations as they look for new ways, especially through the web, to cultivate and retain customers. Competition has also increased internally within ALA, as ALA Publishing has moved into the continuing education market in an effort to make up for losses in book publishing revenues.

Changes in the Industry

The shift toward delivering products and services via the Internet and mobile means is probably the single biggest change in the industry. However, the recession has also had a lasting impact. As revenues shrank, organizations have had to revisit their traditional funding models and come up with new ones. The recession also accelerated the trend toward consolidation in parts of the industry. Many vendors have merged with others. The overall

result is that there are fewer of them, which means there are fewer organizations to fill exhibit floors, purchase ads, sponsor events, etc.

Primary Competitors

- **Book Award Seals:** The biggest competition for YALSA is with its Printz Award, which overlaps with the National Book Award's young people's award and ALSC's Newbery Medal. While the National Book Award doesn't provide a stated age range for eligibility for the young people's award, the award has never gone to a children's picture book. When the award was first established, winners tended to be books for middle grade readers. Since the early 2000s, the award has trended more and more toward young adult titles. The Newbery Medal is awarded to books for children up to and including age 14. This presents a three year overlap with the Printz Award, which considers titles for young adults from 12 through 18. When a book is recognized by a Newbery Medal or a National Book Award as well as a Printz Award, publishers tend to prioritize their purchase of seals. Since Printz is the newest, and least known of the three awards, often publishers choose a Newbery or National Book Award seal over the Printz seal. Another issue is simply that there is a glut of seals from new awards being introduced by both YALSA and ALA. Publishers are unwilling to purchase award seals for every award, so they are picking and choosing which awards they will support through the bulk purchase of seals.
- **Continuing Education (e-courses, institutes & webinars):** Competition for continuing education, especially e-courses and webinars, comes from all sectors of the library and education markets, including for-profit and not-for-profit organizations. Competitors include, but are not limited to, ALA publishing, OCLC, *Booklist*, *School Library Journal*, ALSC, AASL, PLA as well as independent consultants and trainers. At this point the market seems saturated and there is little opportunity to gain a strong foothold. Additionally, there is a national movement funded by IMLS and overseen by OCLC to create a national coalition for learning in libraries, archives and museums. A goal is to create a more unified, coordinated and strategic way of providing CE to these audiences, and part of that effort seems to include providing CE at no or low cost.
- **Membership Dues:** Competitors are both internal and external and remain fairly constant. Key internal competitors include ALSC, AASL and PLA. Primary external competitors are mainly state library associations, which often have lower dues than ALA/YALSA. Secondary external competitors are organizations such as the International Society for Technology in Education and the International Reading Association.
- **Periodicals:** *School Library Journal* and *VOYA* are the two main competitors for YALSA's quarterly print journal, *Young Adult Library Services*. *School Library Journal* also produces e-newsletters, which compete with YALSA's e-news.
- **Publications (book length):** ALA Editions/Neal-Schuman have increased their publishing of works for librarians who serve young adults. Greenwood Publishing Group, Linworth, Thompson Gale and Scarecrow Press are other competitors. Industry wide, sales in professional print publications are shrinking as professionals

turn to e-content in a variety of free and fee forms to find information to support their work.

- Teen Read Week™ & Teen Tech Week™ products (posters, bookmarks, etc.): our members have increasingly turned to companies like Jan-Way, Highsmith and Oriental Trading Company for campaign related products, swag, prizes, etc. ALA Graphics, who YALSA works with to sell products, simply cannot compete with the prices offered by these companies. Sales of TRW and TTW products have shrunk steadily over the last several years.
- Ticketed Events at Conferences: Competitors are both internal and external and remain fairly constant. Internal competitors include ALSC, AASL and PLA. External competitors are mainly state library associations, which often have lower rates than ALA/YALSA.

Young Adult Literature Symposium: Key internal competitors include AASL's Fall Forum and ALSC's National Institute. The primary external competitor to YALSA's annual Young Adult Literature Symposium is the ALAN conference that follows NCTE's annual convention. Other key competitors are state library association conferences, which typically offer lower rates than ALA and perhaps YALSA.

Risks & Opportunities

- Book Award Seals: **ALA/YALSA switched to a different supplier and distributor** at the beginning of FY14, and expenses are up significantly. It is not yet clear how much of those are start-up costs and how much of those are just the increased cost of doing business.
- Continuing Education (e-courses, institutes & webinars): Steadily increasing competition, both internal and external, has led to a glut of e-learning options. Additionally, the key factor in decision making for customers seems to be price. Therefore, regardless of YALSA as a trusted brand, customers are more inclined to opt for free or cheaper e-learning options from other CE providers. YALSA's face-to-face institutes still seem to present an opportunity because surveys indicate that members still value in-person learning opportunities; however, identifying timely topics and either incorporating them into existing or creating entirely new institutes may be desirable.
- Membership Dues: YALSA needs to continue its efforts to effectively articulate the value of membership and to differentiate itself from state organizations. On a five year cycle, the board evaluates YALSA's dues structure and determines whether any changes should be put before the membership. The next time this will happen will be in 2015, which would impact the 2016 ballot. Opportunities to grow the membership exist by better articulating the value of membership and by making the organization appealing to new audiences, such as library advocates, educators and afterschool providers. In 2013 an industry survey indicated that association memberships were on the rise.
- Periodicals: Beginning in late FY14 *YALS* will be offered in both a print and electronic format. *YALSA E-News*, YALSA's e-newsletter, moved from a monthly publication to a weekly one at the beginning of FY14. Both of these changes present opportunities for advertising. Depending on the reception of the e-format of *YALS*,

- YALSA may be able to save printing and mailing costs if members opt for an e-only format.
- Publications (book length): According to the 2013 Association Publishing Survey, associations have not reached pre-recession revenues for publications, and indications for the near future point to modest gains at best. The study also noted:
 - The average number of publications produced halved since 2009, going from 20.7 to just 11 in 2013
 - Though still widely circulated, the presence of magazines and e-newsletters is declining. Meanwhile, digital editions and/or apps—a category not included in the survey until this year—was the third-most common product type
 - Reader expectation is delivery in more ways than ever before, and new delivery methods are add-ons, not replacements

This information mirrors what we're seeing in YALSA. As a result, YALSA's strategy is to scale back efforts to publish book-length works in print, and to focus on providing e-resources that have very focused and practical content. A second focus is on re-mixing existing YALSA content to create new digital products.

- Teen Read Week™ & Teen Tech Week™ products (posters, bookmarks, etc.): Sales of these products have declined steadily since the recession. ALA/YALSA was never competitive in the market with these products to begin with, so if sales continue to lag, YALSA may need to evaluate these products for their future potential as a revenue source. Beginning with the 2015 Teen Tech Week, products will no longer be sold through ALA Graphics.
- Ticketed Events at Conferences: attendance at ticketed events, with the exception of the Coffee Klatch, has shrunk steadily since the recession. Fewer sales and increased expenses has led to significantly smaller net revenues. In 2014 YALSA is piloting a new strategy for ticketed events, which could help boost sales.
- Young Adult Literature Symposium: With members indicating that they value face-to-face learning opportunities, but also that they have limited funds for traveling to national conferences, the symposium has been a modest success. Beginning with 2014, the event will be held annually, instead of every other year. Given YALSA's 2014 report on the future of library services for and with teens, it may also be strategic to expand the scope of the event beyond literature.

VII. Marketing & Sales

Marketing Strategies - In fiscal years 2005 - 2008, YALSA had significant success in increasing membership and other areas of revenue; however, the recession led to a decrease in all revenue areas in both fiscal years 2009 - 2010. Beyond that revenue recovered in some areas, but not others. Moving forward, YALSA leaders must implement additional strategies to identify new revenue streams and to reach new markets while maximizing existing efforts.

- **Book Award Seals:** seals have a very targeted market. The vast majority of seal revenue comes from bulk sales to publishers, although some revenue is obtained by selling packets of seals through ALA Graphics. ALA's long history of producing award seals combined with the fact that ALA is the only provider, means that aggressive marketing efforts aren't needed. Seal pricing is set by ALA, which conducts a review of pricing every few years and works with ALA units that offer

- award seals to determine a price. YALSA will continue to work with ALA to monitor publisher use of seals and ensure that proper licensing agreements have been obtained.
- **Membership Dues:** continued emphasis on membership retention will be a focus; however, YALSA will target marketing efforts to specific groups for membership recruitment in order to increase YALSA’s membership. In order to obtain new members, YALSA will need to differentiate itself from its primary competitor, which are state library associations.
 - **Continuing Education**
 - **E-Courses:** E-courses offer value and convenience to members by delivering CE to members’ desktops. However, the crowded e-learning market leaves little room for increasing revenue.
 - **Licensed Institutes:** Marketing to state library associations, state libraries and large library systems will continue. YALSA will seek topics and curriculums for new institutes, especially those addressed in YALSA’s report, “The Future of Library Services for and with Teens: a Call to Action.”
 - **Webinars:** Revenues from webinars will come only through group rate registration, or nonmember purchase of archived webinars. YALSA will market them to large library systems, state libraries and international markets.
 - **Periodicals (ads & subscriptions):** A media kit is published annually for YALSA to use with vendors and potential advertisers. The kit includes information about advertising in YALSA’s print and online publications and sponsoring webinars. Ad sales showed good signs of recovery in FY13 – FY1, but YALSA will continue to work with Innovative Media Solutions to obtain advertising. Anecdotal evidence suggests that many individuals are not willing or able to pay for the cost of an ALA/YALSA membership. YALSA will continue to position YALS subscriptions as a more affordable option to membership, in hopes that the quarterly journal will expose them to the many resources and services YALSA offers and they will eventually decide to join the organization.
 - **Publications (book length):** The goal is to focus more on digital downloads and less on book-length print publications, and to self-publish, when possible. YALSA will periodically evaluate its relationship with ALA Editions and seek out relationships that will help YALSA maximize revenues from its publishing effort. The Publications Advisory Board will continue exploring possible topics and proposals in order to increase YALSA’s publishing portfolio. Marketing the titles is a joint effort between YALSA and the publishing house.
 - **Teen Read Week™ & Teen Tech Week™:**
 - Corporate Sponsorships will be vigorously sought. Relationships stemming from this activity should be prudently nurtured to maximize long-term participation.

- Product sales have dropped significantly since the recession. YALSA will continue to work with ALA Graphics to monitor sales.
- **Ticketed Events at Conferences:** Ticketed events have been a shrinking revenue stream for YALSA; however changes made in 2014 and an improving economy could contribute to an increase in ticket sales in the near future.
- **Young Adult Literature Symposium:** The symposium has proved to be a modest success for YALSA, and has reliably netted the division about \$40,000 in revenue for each event, while contributing about \$25,000 in overhead to ALA.

Trend Data: Net Revenue

KEY:

Green = growing

Yellow = fluctuating

Red = mainly in decline since recession

Award seals	20,987	23,116	9,912	36,876	63,151	46,442	46,204	44,838
Dues	153,509	183,484	213,459	216,082	207,366	209,044	220,194	236,718
E-courses	32,659	18,081	28,506	18,427	4,123	6,068	5,609	3,162
Webinars	N/A	N/A	N/A	N/A	500	8,161	11,755	5,339
Curriculum Kits	N/A	N/A	N/A	N/A	N/A	N/A	N/A	-3,012
Workshops	6,300	9,600	4,000	9,500	12,000	8,774	5,041	3,926
Periodicals	(42,634)	(37,182)	(13,856)	(24,540)	(12,337)	(22,069)	(19,623)	(11,035)
Publications (books)	7,268	8,436	10,758	1,676	19,654	9,225	8,199	6,360
Children's & Teen Tech Week	49,901	68,609	85,815	9,464	8,000	20,796	23,669	18,176
Conference events	36,573	41,228	42,101	32,289	13,300	29,334	11,648	38,652
Symposium	N/A	N/A	N/A	24,241	N/A	40,059	N/A	32,503
Donations	3,750	4,850	5,708	6,340	12,156	17,422	15,040	16,880
Interest	18,474	18,219	20,601	24,236	21,508	19,400	22,917	22,258
Grants	N/A	10,000	7,500	5,000	5,000	85,954	144,000	268,937

VIII. Operations

Personnel

YALSA's day-to-day operations are managed by a staff of 5.5 FTE: a Communications Specialist, an Executive Director II, a Membership Marketing Manager, a Program Officer for Conferences and Events, a Program Officer for Continuing Education and a part time, grant funded position.

Organizational Structure

The body that determines the goals and objectives of the YALSA is an elected Board of Directors, elected by the YALSA membership. YALSA is guided by a set of bylaws that are periodically reviewed by the Board.

ALA also has a high level of responsibility for assisting YALSA in achieving its goals. As a division of ALA, YALSA is “inextricably interrelated in structure, personnel, resources, overall mission, and operations.” [ALA Handbook of Organization, 2002 – ALA Policy Manual Section 6.4.1 (I)] This responsibility is seen most visibly in the financial relationship between the two entities but is most prevalent in other areas. As a division, YALSA exists to fulfill the needs and interests of ALA members who work with and/or advocate for teen library patrons and voluntarily select YALSA membership. No other ALA division fulfills this need exclusively, yet over 5,200 ALA members rely on YALSA’s efforts. ALA recognizes YALSA’s purpose by supporting its operations, providing “tangible evidence of its recognition of the importance” [ibid] of YALSA. Lastly, YALSA’s efforts are ALA’s efforts. Whether through its publications, programming efforts, conference activities, or statement of responsibility, YALSA serves ALA and helps fulfill the overall mission of the organization. ALA, in turn, supports YALSA, as outlined in the Operating Agreement.

IX. Financials

YALSA finances are subject to ALA policy 6.4.1, Section V. ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. In addition to revenue from the fee-based products and services focused on in this document, YALSA also has a Friends of YALSA (FOY) donation program that supports about \$16,000 worth of member grants and awards annually. FOY is supported by a mix of individual donations (including some members who waive their stipends for services performed for YALSA) and fundraising events. YALSA also has three separate endowments:

- Morris Endowment (established in 2004)
- Leadership Endowment (established in 2009)
- Margaret Edwards Trust (transferred to ALA/YALSA in 2014)

Historical Data

Fiscal Year	2007	2008	2009	2010	2011	2012	2013
Net Assets at Beginning	437,575	493,885	514,688	450,347	376,677	303,853	186,689
Total Revenue	513,016	585,537	616,620	500,669	570,045	482,637	666,905
Overhead to ALA	29,257	9,851	45,542	17,362	39,364	21,538	43,540
Total Expenses (incl. OH & allocations)	427,450	554,882	610,418	556,978	603,506	578,263	617,497
Net Revenue (Expense)	56,310	20,804	(39,340)	(73,670)	(72,824)	(117,164)	5,868
Net Assets at End of Year	493,885	514,688	450,349	376,676	303,852	186,689	185,209
ALA Small Division Subsidy	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Morris Endowment

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Interest	49,715	(39,924)	(61,848)	21,508	19,003	19,973	19,034
Net Asset Balance	593,503	569,091	525,981	556,987	593,575	627,215	648,935

Leadership Endowment

	FY2009	FY2010	FY2011	FY2012	FY2013
Interest	N/A	400	343	1,472	1,612
Net Asset Balance	N/A	19,279	46,791	60,524	67,333

X. Evaluation & Assessment

Goals

For the next three years YALSA’s financial goals are the following:

- Use interest from the Morris Endowment to support Teen Read Week.
- Develop a strategy for the new Margaret Edwards Trust fund, including determining use of the interest and creating a fundraising plan
- Monitor YALSA’s portfolio of e-learning offerings and make adjustments based on customer demand and changing technologies.
- Closely monitor use of YALSA’s award seals and images to ensure that publishers comply with licensing agreements and to determine future revenue potential as e-reading becomes more prevalent
- Monitor ticketed event offerings at conferences and make adjustments as needed.
- Aggressively explore new revenue generating opportunities.
- Continue member recruitment and retention efforts and in 2015 determine if a change in the dues structure is warranted.
- Increase the Board role in seeking partnerships and sponsorships and aggressively pursue new opportunities.
- Explore the feasibility of new markets for existing products and services.
- Pursue appropriate grant opportunities.
- Re-focus publishing efforts on digital downloads that provide highly practical content and/or a remix of existing YALSA content.
- Begin selling advertising on YALSA’s apps and monitor activity to see if expansion is desirable.
- Continue to look for cost saving opportunities and closely monitor expenses.

Monitoring & Evaluation Strategy

YALSA’s Executive Director and Fiscal Officer will ensure the Board receives regular financial reports so that the Board is well informed and can quickly respond to changes in the market. For example, the Executive Director includes the latest financial data in her monthly management report to the Board. Each year YALSA’s Board of Directors approves budget

priorities, with an eye to funding projects outlined in YALSA’s Strategic Plan and Action Plan.