

YALSA Board of Directors Meeting
ALA Midwinter Meeting, Seattle
January 19-24, 2007

Topic: Adoption of Updated Business Plan (FY 07 – 10)

Background: The previous Business Plan was only through FY 07. An up to date business plan is submitted with each budget and is also a tool to help the Board in its decision-making. The plan was updated by the Fiscal Officer and Executive Director.

Action Required: Consent

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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 extensive and developmentally appropriate library and information services for young adults, ages 12-18;
- Promotes reading and supports the literacy movement;
- Advocates the use of information and communications technologies to provide effective library service;
- Supports equality of access to the full range of library materials and services, including existing and emerging information and communication technologies, for young adults;
- Provides education and professional development to enable its members to serve as effective advocates for young people;
- Fosters collaboration and partnerships among its individual members with library and information services that meet the unique needs and interests of young adults;
- Encourages research and is in the vanguard of new thinking concerning the provision of library and information services to youth.

The mission of YALSA is to advocate, promote and strengthen service to young adults as part of the continuum of total library service, and to support those who provide service to this population. 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.

II. Overview

Background - YALSA, with over 5,200 members, is the fastest growing division of the 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 service to young adults.

Dues – In 2006 the membership voted to increase the dues, which went into effect on Sept. 1, 2006. The following rates now apply:

Dues category	Previously	New rate (effective 9/1/06)
Regular	\$40	\$50
Student	\$15	\$20
Retiree	N/A	\$20
Corporate	\$40	\$60
Organizational	\$40	\$50

YALSA Periodicals - All YALSA members receive a subscription to *Young Adult Library Services* as a perquisite of membership. The quarterly journal serves primarily as a vehicle for continuing education for librarians working with young adults, as a showcase for current best practices in this specialty, and as a spotlight for significant activities and programs of the division. YALSA also publishes a quarterly electronic newsletter, *YAttitudes*.

E-Courses – YALSA offered its first e-course in February 2006 and has since built a core of courses and established a schedule. The division offers three sessions per year: winter, summer and fall, with a minimum of three different course offerings per session.

Teen Read Week™

- **Corporate Sponsors & Promotional Partners:** YALSA worked with the Development Office in 2005 and 2006 to restructure its sponsorship program in order to attract more sponsors and partners with carefully crafted opportunities designed to increase their visibility in the teen market.
- **Products:** In 2006 YALSA and ALA Graphic revamped the product line as well as the royalty structure for Teen Read Week™ products. These changes are designed to increase sales and bring more royalty revenues in to the division.

Publications – YALSA’s Board of Directors has placed an emphasis on growing YALSA’s publishing program over the next few years. An increase in the teen population has apparently led to a surge in public libraries hiring teen librarians and creating teen spaces. Therefore, the demand for professional publications in the field has increased.

Awards

- **Margaret A. Edwards Award:** established in 1988, it recognizes an author and a specific body of his or her work for its significant contribution to young adult literature. Seals are sold to publishers and librarians to place on the winning books. Sponsored by *School Library Journal* and administered by YALSA.
- **Michael L. Printz Award:** established in 1999, this annual award recognizes the best book for young adults. Seals are sold to publishers and librarians to place on the winning books. Sponsored by *Booklist* and administered by YALSA.
- **The Alex Awards:** established in 1998, they are given annually to ten authors of adult books that have teen appeal.
- **The Odyssey Award:** established in June 2006, this annual award recognizes the best audiobook for youth. Administered by ALSC and YALSA and sponsored by *Booklist*. Research will be conducted to see if seals could become a source of revenue.
- **William E. Morris Award:** A member taskforce is developing this new award, which will recognize a first-time author for young adult literature. The award will be funded by the Morris endowment YALSA received in 2004. The award will probably debut in 2009.

Teen Tech Week™ - The purpose of this new initiative, which launches March 4-10, 2007, is to encourage teens to use libraries' nonprint resources for education and recreation, and to help teens recognize that librarians are qualified, trusted professionals in the field of information technology. Based on the model of the successful Teen Read Week™ program, Teen Tech Week™ will generate revenue through products and sponsorships.

Friends of YALSA – Established in 2005, this giving program seeks funds for five key areas: continuous learning, advocacy, research, teen literacy & young adult literature and planning for the future. YALSA's Financial Advancement Committee helps to promote the program and seek out donors for planned giving.

Licensed Institutes – YALSA currently has two licensed institutes with one additional one in the developmental stage. A survey of members has indicated that they desire CE opportunities separate from ALA conferences and located in their own regions. In FY '06 YALSA presented three licensed institutes at a fee of \$4,500 per institute. With the addition of a third one, the goal is to increase the number that are offered each year.

ALA Meetings & Conferences – YALSA is committed to providing professional development opportunities to its members through conferences. Beginning in 2007 YALSA will offer one Midwinter Institute each year as well as one full-day preconference and one half-day preconference at Annual. Revenue also comes from ticketed events like Video Gaming Night, Printz Reception and the Edwards Luncheon. YALSA offers 30+ events, meetings and programs at each Midwinter and Annual.

Young Adult Literature Symposium – A member taskforce is working to develop this symposium with funds from the Morris Endowment. The purpose of the event will be to provide

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 purpose of funding programs, publications, events or awards in promotion of young adult literature." As of late FY 06, the endowment had grown to nearly \$510,000. To date, YALSA has not used funds from the endowment. During the coming business cycle, funds will be used to establish the proposed Morris Award and Young Adult Literature Symposium.

Member Grants & Awards - YALSA annually offers members grant opportunities that exceed \$30,000. They include the Great Book Giveaway Competition, Book Wholesalers, Inc. Collection Development Grants, Baker and Taylor Conference Grants, the Frances Henne/VOYA Research Grant, and the Sagebrush Corporation Award for a Young Adult Reading or Literature Program. An outstanding achievement award has been developed and will be submitted to ALA’s Award Committee in January 2007. This will be a cash award that recognizes a YALSA member who has made a significant contribution to the field of young adult librarianship. A sponsor has been identified.

III. Products and Services

Publications:

Monographs

Title	Current Copyright	Publisher
Bare Bones YA Services	2000	ALA Editions
Best Books for YAs, 2 nd ed.	2000	ALA Editions
Best Books for YAs, 3 rd ed.	Forthcoming 2007	ALA Editions
New Directions in Library Service to YAs	2002	ALA Editions
Hit List for YAs 2	2002	ALA Editions
Teen Read Week: a manual for participation	2002	YALSA (out of print in '07)
ALA’s Guide to Best Reading	2006	ALSC/Booklist/RUSA/YALSA
Excellence in Library Services to YAs, 3 rd ed.	2000	ALA Editions
Excellence in Library Services to YAs, 4 th ed.	2004	YALSA
More Outstanding Books for the College Bound	2005	ALA Editions

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 Awards
 - a. Alex Awards (for 10 best adult books with teen appeal)
 - b. Edwards Award (for lifetime contribution to YA lit)
 - c. Morris Award (proposed for first-time YA author)
 - d. Odyssey Award (for best audiobook production for youth)
 - e. Printz Award (for best YA lit book in a given year)

Continuing Education:

- ALA Annual Conference
 - a. 2 preconferences
 - b. Edwards Luncheon

- 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
- Friends of YALSA

Communication Tools

- Web site at www.ala.org/yalsa
- Blog at <http://blogs.ala.org/yalsa.php>
- Electronic discussion lists (yalsa-bk, ya-yaac, yalsa-l and more)
- Online Communities
- Podcasts (from blog)
- Wiki (first test wiki is at <http://teentechweek.wikispaces.com>)

Advocacy

- YALSA will join the @ your library campaign in 2007

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 Library Services*, in and advertising revenue and to some degree, content. In addition, publishers like ALA Editions, Scarecrow Press, Neal-Schuman, and Libraries Unlimited compete with YALSA's own monograph publishing efforts.

Lastly, the increasing number of Internet sites dedicated to sharing and providing information with and for teen serving librarians is an additional area of media-related competition. The Urban Library Council initiative *Public Libraries as Partners in Youth Development* (PLPYD), sponsored by The Wallace Reader's Digest Funds, challenged public libraries to work with youth to develop innovative high quality educational and cultural enrichment programs for low-income youth during non-school hours. ULC has published a brief overview of the program available to its members and non-members. Any further opportunity to leverage the lessons of this program could result in a competitive environment with ULC.

Libraries for the Future has developed a Youth Access initiative targeting young adults 10-18 years of age. The Youth Access effort trains library staff in the delivery of the curriculum and in outreach and coalition-building to insure program participation from all segments of the community. Individual sites select the curriculum strands that meet local interests and educational needs. These efforts could result in competition with YALSA's own professional development portfolio.

OCLC's WebJunction provides users with electronic discussion lists and CE opportunities, some of which directly compete with YALSA's offerings.

The strength of YALSA is its human resources. Volunteers from across the country, and even the world, have banded together to turn YALSA into the preeminent source of information for those serving teens in libraries. These volunteers serve in a variety of capacities, but all work toward fulfilling the mission of the organization. YALSA is also strengthened by its dedicated paid staff members, who move YALSA forward and provide support for its volunteers to achieve the organization's goals and objectives.

V. Management and Staffing

YALSA's day-to-day operations are managed by a staff of 3.0 FTE: an executive director, a program officer, and an administrative assistant. For FY 07 YALSA is requesting one additional FTE, who would serve in the capacity of a Communications Specialist. With the recent growth and addition of new products, services and initiatives, it is necessary to add a staff person to handle the increased workload. The new revenue-generating activities, which have begun to be phased in during FY 06 and will continue over the next few years, will help ensure that the position is sustainable.

The corporate body that determines the goals and objectives of the YALSA is an elected Board of Directors, elected by/from the YALSA membership.

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 customers and voluntarily select YALSA membership. No other ALA division fulfills this need exclusively, yet almost 4000 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.

VI. Financial Management

Until FY 2005 YALSA was guided by the following ALA policy:

Policy: Section V.H. of ALA Policy 6.4.1: "ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type support would not be available to a division, which, at the end of a fiscal year, happened to find itself in a deficit position.

“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 come-of-age in the same manner as the teens for whom its members advocate. YALSA has grown larger, accepted more responsibility, and made significant achievements (e.g. Teen Read Week™ and the Printz Award).

VII. Historical Data

Fiscal Year	1999	2000	2001	2002	2003	2004	2005	2006**
Net Assets at Beginning	\$60,037	\$57,062	\$84,360	\$173,858	\$247,632	\$331,021	\$429,233	\$414,102
Total Revenue	\$130,132	\$189,448	\$275,729	\$309,381	\$263,310	\$307,043	\$288,904	\$366,999
Total Expenses (incl. OH & allocations)	\$133,107	\$162,150	\$186,231	235,607	\$179,921	\$208,831*	\$304,034*	\$353,905
Net Revenue (Expense)	(\$2,975)	\$27,298	\$89,498	\$73,774	\$83,388	\$98,212	(\$15,130)	\$13,094
Net Assets at End of Year	\$57,062	\$84,360	\$173,858	\$247,632	\$331,021	\$429,233	\$414,103	\$427,197
ALA Small Division Subsidy	\$93,714	\$62,673	\$84,851	\$94,320	\$96,313	\$97,722	\$0	\$0

*increase in expenses from FY 04 to 05 is a result of the termination of the small division subsidy

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Morris Endowment

	FY 2004	FY 2005	FY 2006*
Revenues	\$8,000	\$52,619	\$27,000
Net Asset Balance	\$408,000	\$454,622	\$518,000

*estimated

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 efforts.

- **Dues:** continued emphasis on membership will be a primary focus. Target populations are library support staff, library advocates, librarians active in state associations and teachers. For the past two fiscal years, membership growth has been at a rate of 11%. With the ALA dues increase as well as a division dues increase being implemented at the same time, YALSA expects that membership will continue to grow, but is making a conservative projection of about 5% per year.
- **Young Adult Library Services:** Switch to a new ad rep who will aggressively seek advertisers both within and without the young adult literature business and implement an advertising package that includes ads on YALSA's blog. Controlling costs are also a goal.
- **E-Courses:** E-courses offer value and convenience to members by delivering CE to members' desktops. Courses have been very well received so far. A next step to expand registration by moving beyond individual members and marketing them to large libraries, state libraries, etc. YALSA will also investigate the option of developing a curriculum and offering a certification program through ALA-APA.

- **Teen Read Week™:**
 - Corporate Sponsorships will be vigorously sought in collaboration with ALA’s Development Office. Relationships stemming from this activity should be prudently nurtured to maximize long-term participation.
 - Royalties will be maximized through the continued development of a wide-array of affordable products and expanding marketing efforts.

- **Publishing:** The goal is to publish at least two items per year. 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 Committee will continue exploring possible topics and proposals in order to increase YALSA’s publishing portfolio.

- **Awards:** A member taskforce is currently evaluating YALSA’s portfolio of awards and will make recommendations to the Board as to how to further enhance our current offerings, including possible revenue generating activities. The Michael L. Printz Award is quickly becoming a “branded” product. Sales have increased steadily as the award has become more widely known and as the portfolio of winning titles grows. Seals for the new Odyssey Award and proposed Morris Award can be other possible revenue generators. An area of concern is the Edwards Award. Steps have been taken to encourage publishers to buy into the idea of seals for this award, but YALSA has yet to make any in-roads.

- **Teen Tech Week™:**
 - Corporate Sponsorships will be vigorously sought in collaboration with ALA’s Development Office. Relationships stemming from this activity should be prudently nurtured to maximize long-term participation.
 - Royalties will be maximized through the development of a wide-array of affordable products and targeted marketing efforts.

- **Friends of YALSA:** YALSA’s new Financial Advancement Committee, with the assistance of the Fiscal Officer and Executive Director, will establish targeted campaigns to ensure that donations continue to flow into the Friends of YALSA.

- **Licensed Institutes:** Marketing to state library associations, state libraries and large library systems will continue. YALSA will actively seek topics and curriculums for new institutes, especially from successful Midwinter Institutes and PreConferences.

- **Conferences:** YALSA will aggressively market its participation in the Annual Conferences and Midwinter Meetings to both members and nonmembers in an effort to increase attendance. YALSA will maximize its presence at Annual Conferences and Midwinter Meetings, and evaluate the possibility of adding ticketed events, especially in conjunction with its new and proposed awards.

- **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*	172,150	180,757	189,794	199,283

- Switch to a new ad rep for *Young Adult Library Services*, and roll out a program for advertisers to place companion ads on the YALSA blog, thus increasing advertising net revenue 10% per year.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Advertising Revenue	15,000*	16,500	18,150	19,965	21,961

- Increase the net revenue from **e-courses** by 25% in the first two years as the program takes off and new courses are added. Continue 25% growth the following two years after the initial investment in curriculum development is recovered.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
E-course Revenue	6,000*	7,500	9,375	11,719	14,649

- Work with ALA’s Development Office to obtain **corporate sponsorships for Teen Read Week™**. Continue to pursue Promotional Partners from publishers and other library related organizations.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Partnerships & Sponsorships	15,000* (cash) 30,000* (in-kind)	75,000	100,000	110,000	120,000

- Increase revenue from **Teen Read Week™ products** by 10% per year by continuing with the lower price points, wider selection of products and the focus on volume of sales.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Royalties/Sales	15,000*	13,200	14,520	15,972	17,569

- Publish at least two **monographs** per year, and consider digital downloads, pamphlets, etc. when a reasonable profit can be achieved.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Publications Net Revenue	10,000*	15,000	20,000	25,000	30,000

- As more Printz and Edwards winners and honor books are added to the list of existing winning titles in print, revenue from **seals** will continue its healthy annual increase of 15-20%. In FY 2010, sales of seals for the upcoming Morris Award will first be recognized.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Seals Net Revenue	30,000*	35,000	40,000	45,000	55,000

- Use the tools, messaging and other resources developed by LitLamp and work with ALA’s Development Office to attract **corporate sponsorships and promotional partners for Teen Tech Week™**.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Partnerships & Sponsorships	N/A	25,000	50,000	75,000	100,000

- As this brand new initiative gains momentum, increase revenue from **Teen Tech Week™ products** 15% per year.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Royalties/Sales	N/A	5,000	5,750	6,613	7,605

- Increase **Friends of YALSA** donations 10% per year through initiatives like “Give \$50 for the 50th, which will run during YALSA’s anniversary year, 2007.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Donations	4,500*	4,950	5,445	5,989	6,587

- Increase the number of **licensed institutes** offered by one per year and build the portfolio by creating new licensed institutes from successful preconferences.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Net Revenue	10,000*	13,000	16,000	19,000	22,000

- Increase net revenue from ticketed events at **the Midwinter Meeting and Annual Conference** by 15% in the first year, due to the decision to add a ½ day preconference at each upcoming Annual Conference, then 5% a year thereafter.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010

Net Revenue	23,000*	24,150	25,358	26,626	27,957
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- Use funds from the Morris Endowment to launch a **Young Adult Literature Symposium**, which will be offered every other year.

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Net Revenue	N/A	N/A	10,000	N/A	12,000

TOTAL Net Revenues (above projects combined)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Net Revenues	268,500*	406,450	495,085	550,498	634,611

**All figures for FY 2006 are estimates based on earnings from the first 3 quarters of the fiscal year.*

XI. Summary

YALSA's goals are clear. In order to grow its revenue and remain fiscally healthy, YALSA is developing bold new initiatives that capture the imagination of its stakeholders and produce a return on investment that will allow YALSA to achieve its goals. Minimal competition as well as growth in the field of young adult librarianship, will work in YALSA's favor. The addition of one more FTE will ensure that YALSA has the staff it needs to implement the new revenue generating activities and reach its fiscal goals.