

Draft Business Plan FY 2011 – 2013



Table of Contents:

I.	Executive Summary.....	2
II.	Mission	2
III.	Background & Structure.....	2
IV.	Market Analysis.....	3
V.	Competitive Analysis.....	4
VI.	Products & Services.....	6
VII.	Marketing & Sales.....	9
VIII.	Operations.....	11
IX.	Financials.....	11
X.	Evaluation & Assessment.....	12

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 and it will be important to closely monitor financial trends and market activities to ensure that YALSA is positioned to maximize revenues. Seeking ways to make the most of existing revenue streams while pursuing innovation and new opportunities must take place over the next few fiscal years.

II. Mission

The mission of the Young Adult Library Services Association (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.

III. Background & Structure

Background

YALSA, with over 5,400 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 service to young adults.

Governance Structure

YALSA is governed by a 15 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 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, interest groups and discussion groups.

IV. Market Analysis

Summary of Current Market

All segments of the library market have been negatively impacted by the recession and library budgets have shrunk considerably. Many libraries have laid off staff and those that remain have less access to funds for purchasing services or products, including those provided by YALSA. ALA's 2009 State of America's Libraries reported that "a survey of state library agencies at year's end revealed significant losses of state funding for public libraries in the year ahead—and anticipation of more cuts to come." Even before the recession, flat funding was an obstacle and had been a challenge as early as 2003. A 2009 survey conducted as part of the *Public Library Funding & Technology Access Study* revealed a worsening of library funding – about 20 percent reported flat funding continuing in FY2010 and a majority reported budget reductions, about 20 percent reported 5-to-10 percent reductions in FY2010 from FY2009. In fall 2009 report prepared by the Center on Budget and Policy Priorities, 25 states had cut funding to K-12, which will impact school libraries.

Target Market & Customers

YALSA's primary market is librarians who work with teens, including teen services librarians 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 Survey indicated that 51% of public libraries had at least one full time teen services librarian. This number was up significantly from the 11% reported in a 1994 NCES survey. Recent anecdotal evidence, however, has suggested that teen services are suffering from the "last hired, first fired" scenario in the recession. According to the 2009 State of America's Libraries, about half of the schools in the US employ a certified school librarian, a number that shrank under No Child Left Behind, and due to the recession, may not rebound soon.

Secondary markets include professors of library and information science, educators, library generalists, youth or children's services librarians in public libraries and librarians overseas. The first two audiences seem to be static, but library generalists and youth services librarians could increase as libraries consolidate positions and/or reduce staff. Librarians overseas are a limited market, because most libraries in foreign countries, with the exception of a few, lack a focus on teen services.

Customer Characteristics, Needs & Buying Factors

- **Characteristics of YALSA members** (according to the 2008 ALA Member Survey)
 - 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**
 - Continuing education
 - Networking opportunities
 - Tools and resources to help with their daily job
 - Coordinated advocacy efforts and resources for teen services
 - **Buying Factors**
 - **Free or Inexpensive:** As a result of the recession, librarians have shifted away from attendance at national conferences towards smaller regional conferences, which tend to be more affordable. Librarians have also trended away from more costly continuing education, such as a four week e-course, toward cheaper options such as webinars. Librarians 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 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.

V. 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.

Changes in the Industry

The shift toward delivering products and services via the Internet is probably the single biggest change in the industry. However, the recession has also had an impact. As revenues have shrunk, organizations are looking for ways to cut costs while still delivering a quality service or product. The recession may also accelerate the already present 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 market, including for-profit and not-for-profit organizations. Competitors include, but are not limited to, Neal Schuman, OCLC, *Booklist*, *School Library Journal*, ALSC, AASL, PLA as well as independent consultants and trainers. It seems likely that competition will continue to increase as others jump into the e-learning market.
- **Membership Dues:** 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 dues than ALA/YALSA.
- **Periodicals:** *School Library Journal* and *VOYA* are the two main competitors for YALSA's quarterly print journal, *Young Adult Library Services*. The recent sale of both magazines brings some uncertainty to their future direction and place in the market. *School Library Journal* also produces e-newsletters, which compete with YALSA's e-newsletter, *YAttitudes*.
- **Publications (book length):** Recent changes in staff at ALA Editions and Neal-Schuman have made them more competitive in publishing works for librarians who serve young adults. Greenwood Publishing Group, Linworth, Thompson Gale and Scarecrow Press are other competitors.
- **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.
- **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:** A competitor to YALSA's biennial Young Adult Literature Symposium is the annual NCTE conference and ALAN event that follows it.

Risks & Opportunities

- **Book Award Seals:** With new procedures in place inside ALA, YALSA has the opportunity to better enforce the use of its award seal images and ensure that licensing fees are collected.
- **Continuing Education (e-courses, institutes & webinars):** While there is ample competition in the e-learning market, YALSA's advantage is its trusted brand. YALSA will be even better positioned in this market once ALA becomes a certified CEU provider. There seems to be some opportunity overseas, as libraries in Europe, Canada and Australia in particular are concentrating more on library service to teens. The area of library services to tweens seems to present an opportunity, as this topic is not well-covered by other parts of ALA at this time.
- **Membership Dues:** Dues are a particular area of concern at this time, as many members have had to scale back expenses in the recession. YALSA needs to do an outstanding job of articulating the value of membership or risk losing a sizable percentage of the membership. YALSA hasn't had a dues increase in five years; however, raising them at this time presents definite challenges.
- **Periodicals:** Many publications are moving to online-only formats, but YALSA has no plans at this time to do that for its quarterly publication, *YALS*.
- **Publications (book length):** The area of library services to tweens seems to present an opportunity, as this topic is not well-covered by other parts of ALA at this time.
- **Teen Read Week™ & Teen Tech Week™ products** (posters, bookmarks, etc.):
- **Ticketed Events at Conferences:**
- **Young Adult Literature Symposium:** With members indicating that they value face-to-face learning opportunities, but have limited funds for traveling to national conferences, there may be an opportunity to hold the Young Adult Literature Symposium annually instead of every other year.

VI. Products and Services

Description

- **Book Award Seals** – seals are primarily sold in bulk to publishers, but are also available to librarians 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 a minimum of two different course offerings 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 four licensed institutes that are offered at a fee of \$4,500 per institute.
- **Webinars**
- **Membership dues** – In order to be a member of YALSA, one must first join ALA. As of FY11, personal YALSA member dues are \$50, while retired and student YALSA members pay \$20. Organizational and corporate dues rates for YALSA members are \$60. YALSA’s Program Coordinator for Membership has recently updated the list of member features and benefits. For example, a new benefit for FY10 is free access to archived webinars (2 months after they are presented live).
- **Periodicals (ads & subscriptions)** – YALSA works with an ad representative to sell ads for all of these 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 \$50 per year (subscriptions are assessed at half of the ALA overhead rate). The journal serves as a vehicle for continuing education for librarians working with 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 monthly email newsletter, *YAttitudes*, which is a prerequisite of membership. The focus of this publication is on news of the association.
 - The purpose of the *Journal of Research on Libraries and Young Adults*, a refereed publication, is to provide a freely available resource that compiles and highlights relevant research in the field.
- **Publications (book length)** – 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
Bare Bones YA Services	2000	ALA Editions
Best Books for YAs, 3 rd ed.	2007	ALA Editions
Best of YALS: Programming for TRW & TTW	Forthcoming 2011	YALSA
Young Adults Deserve the Best: YALSA Competencies in Action	2010	ALA Editions
Cool Teen Programs for Under \$100	2009	YALSA
New Directions in Library Service to YAs	2002	ALA Editions
Hit List for YAs 2	2002	ALA Editions
Hit List for YAs 3	Forthcoming 2011	ALA Editions
Excellence in Library Services to YAs, 5 th ed.	2008	YALSA
More Outstanding Books for the College Bound	2005	ALA Editions
Outstanding Books for the College Bound, 3 rd ed.	Forthcoming 2011	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	2007	Neal-Schuman
Managing Risk in Library Services to 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

- **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**– 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.

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. Over the next few years, YALSA may 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 librarians overseas, 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 ongoing recession, it is essential for YALSA’s leadership to pursue innovation and pursue new products and services. For example, YALSA could explore the option of offering consulting services to libraries. It will also be important for YALSA to evaluate existing products and services to ensure they are still viable in a rapidly changing

environment. One overall trend that must be considered, for example, is that fewer members can afford to travel to national conferences. YALSA will also explore opportunities to generate revenue via mobile devices, such as iPhone applications.

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 has led to a decrease in all revenue areas in both fiscal years 2009 - 2010. Moving forward, YALSA leaders must implement additional strategies to develop new revenue streams 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 sealing 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, including members of ALA Affiliates, in order to increase the diversity of YALSA's membership. In 2010 YALSA leaders are exploring the feasibility of creating a new dues category for non-salaried library workers. Every five years YALSA's Board of Directors evaluates YALSA's dues structure. 2010 is an evaluation year. Depending on the outcome of the discussion, changes could be forthcoming.
- **Continuing Education**
 - **E-Courses:** E-courses offer value and convenience to members by delivering CE to members' desktops. YALSA will expand registration by moving beyond individual members and marketing them to state libraries and international markets. YALSA will also investigate the option of developing a curriculum and offering a certification program through ALA-APA.
 - **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 from successful Midwinter Institutes and PreConferences.
 - **Webinars:** Revenues from webinars will come primarily through group rate registration. YALSA will marketing them to large library systems, state libraries and international markets.
- **Periodicals (ads & subscriptions):** A media kit was published in late FY10 for YALSA to use with vendors and potential advertisers. The kit includes information about advertising in YALSA's print and online publications, sponsoring webinars and sponsoring events such as programs and receptions at conferences. Ad sales are down for

FY10, 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 explore a YALS subscription drive 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 publish at least two items per year, 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 Committee 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. Over the next few years YALSA will target the library school market in an effort to increase sales through the possible adoption of YALSA titles as graduate school texts.

- **Teen Read Week™ & 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. In 2010 YALSA’s Board of Directors is examining its role in seeking and maintaining sponsorships and partnerships. An expanded Board role could help YALSA secure future sponsorships and partnerships.
 - Product sales have dropped significantly during the recession. YALSA will continue to work with ALA Graphics to monitor sales and explore ways to increase revenue.

- **Ticketed Events at Conferences:** Attendance at Midwinter Institutes and Annual Pre-Conferences has slipped steadily over the past few years. At the same time, the overhead rate set by ALA has increased. YALSA leaders will continue to monitor the situation, and make adjustments as needed. It may be that ticketed events will no longer be a significant revenue stream for YALSA.

- **Young Adult Literature Symposium:** The first symposium in 2008 did generate revenue for YALSA. The 2010 symposium is a concern because the recession has meant fewer travel dollars for librarians. At the same time, the overhead rate set by ALA has increased. It is possible that the 2010 symposium may generate less revenue than the 2008 event. In order to ensure the event stays fiscally viable, the symposium will be analyzed for revenue generating opportunities, including publications and use of the event to promote YALSA’s related products and awards.

Net Sales History

	FY06	FY07	FY08	FY09	FY10*
Award seals	20,987	23,116	9,912	36,876	63,151
Dues	153,509	183,484	213,459	216,082	221,986

E-courses	32,659	18,081	28,506	18,427	4,123
Webinars	N/A	N/A	N/A	N/A	500
Licensed Institutes	6,300	9,600	4,000	9,500	12,000
Periodicals	(42,634)	(37,182)	(13,856)	(24,540)	(12,337)
Publications (books)	7,268	8,436	10,758	1,676	25,045
Teen Read Week & Teen Tech Week	49,901	68,609	85,815	9,464	8,000
Ticketed conference events	36,573	41,228	42,101	32,289	13,300
Symposium	N/A	N/A	N/A	24,241	N/A

*estimated

VIII. Operations

Personnel

YALSA's day-to-day operations are managed by a staff of 5.0 FTE: a Communications Specialist, an Executive Director II, a Program Coordinator for Membership, a Program Officer for Conferences and Events, and a Program Officer for Continuing Education.

Organizational Structure

The body that determines the goals and objectives of the YALSA is an elected Board of Directors, elected by/from 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 5,400 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.

Historical Data

Fiscal Year	2004	2005	2006	2007	2008	2009	2010*
Net Assets at	\$331,021	\$429,233	\$414,102	437,575	493,885	514,688	450,349

Beginning							
Total Revenue	\$307,043	\$288,904	\$366,999	513,016	585,537	616,620	617,311
Total Expenses (incl. OH & allocations)	\$208,831	\$304,034	\$353,905	427,450	554,882	610,418	602,634
Net Revenue (Expense)	\$98,212	(\$15,130)	\$13,094	56,310	20,804	(39,340)	(8,436)
Net Assets at End of Year	\$429,233	\$414,103	\$427,197	493,885	514,688	450,349	441,913
ALA Small Division Subsidy	\$97,722	\$0	\$0	\$0	\$0	\$0	\$0

*estimated

Morris Endowment

	FY 2004	FY 2005	FY 2006	FY2007	FY2008	FY2009	FY2010*
Interest	\$8,000	\$52,619	\$27,000	49,715	(39,924)	(61,848)	104,040
Net Asset Balance	\$408,000	\$454,622	\$518,000	593,503	569,091	525,981	630,021

*estimated

Total interest through the third quarter of FY10: \$118,098

Average annual interest: \$16, 871

Leadership Restricted Fund (formerly referred to as Leadership Endowment)

	FY2009	FY2010*
Interest	N/A	1,783
Net Asset Balance	N/A	39,405

*estimated

X. Evaluation & Assessment

Goals

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

- Raise enough funds for the Leadership Restricted Fund so that funds can be used annually for the Board approved student scholarship and other Board approved leadership functions.
- Use interest from the Morris Endowment to support Teen Read Week and YALSA's literary awards and selected lists.
- 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.
- Re-evaluate ticketed event offerings at conferences, based on trends in sales and make adjustments as needed.

- Aggressively explore new revenue generating opportunities.
- Continue member recruitment and retention efforts and 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, especially to compensate in areas where corporate sponsorships are lagging.
- Continue to roll out two or more publications each year, including self-published works.
- Explore the feasibility of selling advertising on online products, such as YALSA's blogs.
- 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.