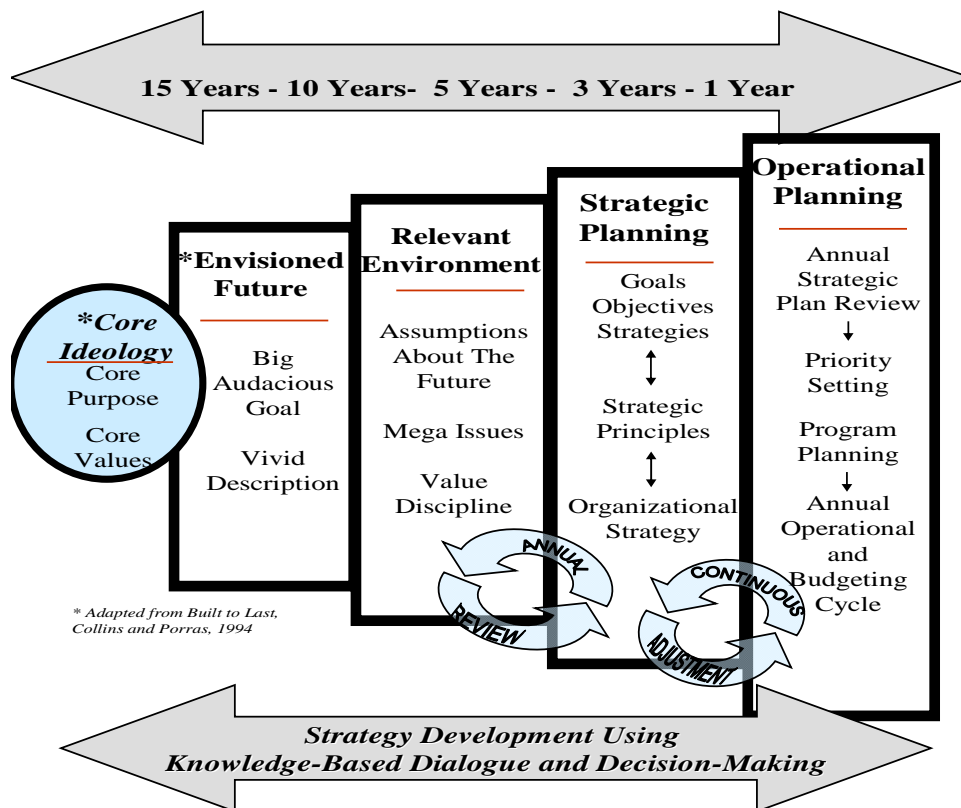

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Overview

The Young Adult Library Association (YALSA) has continued a strategic planning process to assist the association in creating clarity and focus on how it should invest its valuable resources on the identified wants, preferences, and needs of its members and other stakeholder groups. As part of this effort, the YALSA has continued its ongoing strategic planning and thinking process that is leading to a more focused organization. This plan will facilitate (a) YALSA's identification of the future needs of members and other identified stakeholders and (b) YALSA's options for satisfying those needs. The planning process marks a significant juncture in the organization's history and the results of this plan will initiate choices that the association will make for future success.

The framework used for YALSA's strategic planning and thinking process is a model of strategic judgments organized into four time-related horizons outlined below.



The model creates the following elements for ongoing review and assessment:

- A set of Future Assumptions that form the building blocks for the strategy plan;
- A list of relevant factors in the long-range horizon (10-15 years into the future), core purpose, core values, Big (hairy) Audacious Goal (BHAG) and a vivid description of future success;
- Goal areas that identify where the YALSA will direct its energy in the next several years. The goal areas focus on outcomes beneficial to YALSA and its members.
- A set of strategic objectives in each goal area setting measurable direction for the organization to head in to achieve its goals.
- A set of strategies that identify the actions the organization will undertake in the next 1-3 years in order to achieve each goal area.

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

An Ongoing Process of Thinking Strategically

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

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

*10-30 Year Planning Horizon
~ Core Ideology & Envisioned Future ~*

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

Core Ideology

Core Purpose:

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

Core Values:

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

Envisioned Future

Big Audacious Goal (BHAG)

To be the driving force behind providing excellent library services to all teens (updated: January '08).

A Vivid Description of the Desired Future:

The Library

- There will be a qualified young adult librarian in every public and secondary school library.
- All library staff regard teens as essential and valued library consumers.
- Every library has an equitable budget line item for teen services.
- Every library has a dynamic and inviting space designed for teen services.

YALSA

- YALSA is widely recognized as *the* expert in young adult library services.
- YALSA is widely recognized as *the* networking community for all library workers serving teens.
- YALSA is the largest division in ALA.
- YALSA has wide visibility in the media.
- YALSA provides highly valued professional development and continuing education.
- ALA leadership consistently comes from YALSA.
- YALSA is the driving force behind research in library services to teens.
- YALSA is widely acknowledged for having the premier awards and selected lists in young adult books and media.

YALSA Members

- Members recognize the value of and utilize YALSA's products and services.
- Members advocate for teens within their library and in their community.
- Members financially support YALSA.
- Members promote YALSA to other library workers, stakeholders, advocates, parents, caregivers, educators and teens.
- Members make meaning contributions within the library profession.

Teens

- All teens are library users and advocates.
- All teens are aware of the library as an innovative informational resource.
- Teens are a core population served by public libraries.
- Teens feel recognized as an important constituent within the library community.
- Teens are contributing to the development for their library services.

Communities

- Communities recognize Young Adult Librarians and Secondary School Library Media Specialists as informational experts on serving teens.
- Young Adult Librarians and Secondary School Library Media Specialists are actively engaged in the youth serving community.
- Young Adult Librarians and Secondary School Library Media Specialists are viewed as advocates for teens in the community.

*5-10 Year Planning Horizon
~ Assumptions About the
Relevant Future ~*

In order to make progress against the 10-15 year Envisioned Future; an organization must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help YALSA to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

Assumptions

Demographics

- The population will continue to age.
- YALSA will continue to attract younger members.
- 0-18 year olds will continue to be the largest population group in the U.S.
- Young adults may continue to be grouped with children.
- Culturally diverse populations using the library will continue to grow.

Legislation/Regulation

- There will be more attempts to legislatively control information access.
- Personal confidentiality will continue to be threatened.
- Young adults will continue to have a weak voice within political arenas.
- Young adults will continue to have few advocates.
- Government funding for social services will continue to decline and be reverted to other issues and activities.
- There will be continued ignorance by legislators and regulators on the value of teen services.
- Within the library community, there will continue to be a lack of focus on issues affecting teens (focus will continue to be on children and adults).

Global Business/Economic Climate

- There will be increasingly less dollars to spend on traditional conference formats and membership dues.
- There is a growing reliance on branding and name recognition.
- The job market for teens may grow.
- There will be a shortage in training.
- There will be increased specialization in education rather than a liberal arts education.

- Businesses will continue to recognize the opportunities for targeted product sales to teens.

Science/Technology

- Through the use of new technologies paraprofessionals' job responsibilities will expand.
- The way content is delivered will continue to evolve.
- Technology will continue to allow more and more people access to increasing amounts of information.
- Technology will increasingly require multiple forms of communication.
- “Plug and play” will increasingly be expected.
- Technology will increasingly compete with the services and programs offered by the association.

Social Values/Politics

- Young adults will continue to be seen as a burden by society.
- Teens will continue to not have a vote.
- Adults will continue to misunderstand teen behavior.
- The political climate will continue to be more conservative.
- Although the population of young adults is growing, they will continue to be viewed as “second-class citizens.” (change)
- There will continue to be a lack of understanding of the true value of young adult library services.
- There will be more unattended youth.
- There will be an increasing demand for libraries to offer “out-of-school” services for young adults.
- Young adults will continue to need structure, caring adults, and relaxing environments.
- There will be fewer librarians interested in public and school settings due to lower salaries.
- There will continue to be a need to attract diversity into the profession to better reflect the populations being served.
- A conservative political climate may impact risk taking by publishers.
- Spending power of teens will remain high.
- Increased advocacy for the political rights of older teens may influence accessibility issues for younger age groups.

*3-5 Year Planning Horizon
~ Outcome-Oriented Goals, Objectives,
and Strategies ~*

The following thinking represents goal areas for the next three to five years. They are areas in which YALSA will explicitly state the conditions or attributes it wants to achieve. These outcome statements define “what will constitute future success.” The achievement of each goal will move the organization toward realization of its vision. The goal areas are not in priority order. Objectives provide direction on how the association will accomplish its articulated goals and are considered in the 3-5 year planning horizon.

Goals & Objectives

Goal Area: Advocacy

Teens services within all libraries are highly valued as a result of YALSA’s advocacy initiatives.

Objective (1): Increase the ability of YALSA members and library workers to advocate for teen library services.

Objective (2): Increase the community's understanding of the benefits of a strong teen services program.

Objective (3): Increase library institution support for teen library services.

Objective (4): Increase YALSA’s ability to influence library decision-makers.

Goal Area: Marketing

The value of YALSA’s programs and services are understood and recognized by the profession, the media, and the public.

Objective (1): Increase awareness about YALSA’s awards and selected lists among targeted segments of the public.

Objective (2): Improve member and library community knowledge of YALSA products and services.

Objective (3): Increase member and library worker utilization of products and services.

Goal Area: Research

YALSA is a recognized source for access to targeted research benefiting members and the library community.

Objective (1): Increase member access to existing research relevant to library services to teens.

Objective (2): Increase opportunities for members, academics and library professionals to direct original research that fills gaps in teen library services.

Objective (3): Influence appropriate external research-focused organizations to increase inclusion of library services to teens in their research agendas.

Goal Area: Continuous Learning

YALSA's continuous learning opportunities are offered in various levels and formats are utilized by all members and available to others.

Objective (1): Increase participation in online educational opportunities.

Objective (2): Increase regional training opportunities.

Objective (3): Enhance the ability for members to learn and implement new trends in technology services and needs.

Goal Area: Member Recruitment and Engagement

YALSA continues to grow as a result of a high level of member involvement, engagement, and satisfaction.

Objective (1): Improve recruitment to targeted member prospects.

Objective (2): Increase opportunities for member participation.

Objective (3): Increase YALSA's presence in library schools.

Objective (4): Incorporate member feedback in the decision making process.

Objective (5): Enhance social opportunities for members.