



AUPRESSES STRATEGIC PLAN

SEPTEMBER 1, 2023 - JUNE 30, 2026

Approved August 2023

MISSION

AUPresses advances the essential role of a global community of publishers whose mission is to ensure academic excellence and cultivate knowledge

VALUES

- *Integrity*
- *Stewardship*
- *Intellectual Freedom*
- *Equity & Inclusion*

GOALS

- I. Collaboration* – Build membership and foster internal and external collaborations
- II. Advocacy* – Increase the visibility of our members and their work through engagement with parent institutions, funders, policymakers, and the reading public
- III. Research* – Conduct research that provides data and analyses to support advocacy and to inform publishing operations and new business models
- IV. Education* – Provide professional development leadership training
- V. Infrastructure* – Ensure adequate systems and resources to execute strategic plan and mission

STRATEGIES & TACTICS

I. COLLABORATION:

- i. Expand engagement with university presses outside of North America
 - a. Cultivate new members from outside North America (E, I)
 - b. Re-tool and resume Global Partners Program (E, A)
- ii. Support thoughtful expansion of UP Commons
 - a. Evaluate use and practices around UP Commons (I)
 - b. Continue development of training materials and community support (E, I)
 - c. Explore expanded uses for collaboration, outreach, professional development, and publishing program support (E, I)
- iii. Celebrate and promote member collaborations within and outside the Association
 - a. Re-establish Constituency Award to highlight the importance of collegial support and collaborative effort within the community (A)
 - b. Successfully re-launch University Press Books for Public & Secondary School Libraries (I, A)
 - c. Build on the proven strengths of University Press Week, foregrounding Association's core values, and exploring complementary "Festival of Ideas" concept (A)
 - d. Promote Ask UP more broadly to authors and institutions (A, E)
 - e. Continue to showcase and advance members' work at book fairs, with an eye to break-even or revenue-generating programs (e.g., International University Book Fair and Conference (FILUNI), London Book Fair (LBF), Charleston) (I)

II. **ADVOCACY:**

- i. Build on common interests with external audiences and organizations (C, E)
 - a. Target higher education decision-making constituencies, especially provosts/vice chancellors, deans, and budget officers (C, E)
 - b. Reach out to international, regional, and like-minded publishing associations (e.g., International Publishers Association (IPA), Association of American Publishers (AAP), Association of Canadian University Presses (ACUP), Society for Scholarly Publishing (SSP), Association of Learned and Professional Society Publishers (ALPSP), the United Nations Sustainable Development Goals (SDG) Publishers Compact community)
 - c. Continue collaborative work with librarians and library-focused organizations (e.g., Association of Research Libraries (ARL), Library Publishing Coalition (LPC), Association of College & Research Libraries (ACRL))
 - d. Support humanities, research, and higher education advocacy and policy interest groups (e.g., National Humanities Alliance (NHA), Association of American Universities (AAU), Association of Public & Land-Grant Universities (APLU), American Council of Learned Societies (ACLS))
 - e. Develop strong relationships with the independent bookseller community
- ii. Equip members to communicate value to campus and community stakeholders (R, E)
 - a. Maintain, enhance, and promote use of toolkits and sample libraries that help members articulate the university press value proposition
 - b. Promote SDG and Equity, Justice, Inclusion, & Belonging (EJIB) work of members as ways to demonstrate value and impact
- iii. Maintain values-based external communications initiatives that target key audiences and core messages (C)
 - a. Continue to prioritize messaging about intellectual freedom
 - b. Continue to cultivate relationships with relevant publications and place periodic opinion pieces in key channels
 - c. Expand promotion of members' journals and STEM publishing work.
 - d. Explore opportunities to align Association and member activities with UN SDGs, becoming a voice for the role of university presses in a sustainable and equitable global future (C, E)
- iv. Promote increased funding for higher education and research
 - a. Support member outreach to local and regional humanities agencies.
 - b. Support learned societies, advocacy organizations, and member presses in articulating to university administrators, policymakers, and funders the impact of humanities and social sciences research

III. **RESEARCH:**

- i. Strengthen and enhance Association statistical and research programs
 - a. Establish sequential working groups to plan and implement inclusion of new data into legacy statistical programs, focusing on: Open Access (OA) publishing operations, journals operations, and non-North American member data (A)
 - b. Return participation in statistical programs to pre-pandemic levels (C)
 - c. Consider sales of statistical information reports to non-members and/or premium stats products for members (I)
- ii. Find and disseminate compelling data points and at-a-glance facts/statistics (A)
 - a. Develop member "personas" (profile commonalities within groups of members) to support targeted programming and communications within and about affinity groups (C, E)
 - b. Explore methods of quantifying university presses' economic impact (A)
- iii. Continue to explore compensation and career equity data transparency within membership (A, E, C)
 - a. Support continued development and maintenance of resources from joint AUPresses/SSP/ALPSP scholarly publishing job descriptions database
 - b. Explore relationship between position descriptions and compensation data

- iv. Relaunch Membership Directory and associated member intelligence collection (I, A)
 - a. Develop effective, sustainable, and compliant member data collection processes
 - b. Develop second-generation Membership Directory products of value to both internal and external constituencies, including print and digital

IV. EDUCATION:

- i. Create, maintain, and make discoverable professional education resources to serve a diverse membership and a changing scholarly communications landscape
 - a. Support development of Accessibility Toolkit and/or resource library (A)
 - b. Support committees in the maintenance and revision of existing educational resources (e.g., handbooks, toolkits, resource libraries) (C)
 - c. Support second iteration of Editorial Board Survey to include the development of member resources and possible public statements of good practice (R, C, A)
- ii. Sustain cross-member education and professional networking (C)
 - a. Improve and expand mentoring programs, to include exploring programs for: (1) early career staff with a focus on BIPOC and other multiply marginalized staff, (2) new directors, (3) introductory members, and (4) cross-national partnering
 - b. Share collaborative lessons learned through Association programming, (e.g., webinars and hangouts, case studies) (C)
- iii. Increase business operations knowledge throughout membership community
 - a. Work closely with Financial Operations Meeting community to expand business operations topics in meetings and webinars and to offer a 1-day pre-meeting workshop at biennial in-person annual meetings
 - b. Develop resources to expand member use and understanding of statistical reports (C, E)
- iv. Continuously support and promote Association's commitment to EJIB
 - a. Create sustainable and accountable mechanisms for embedding EJIB commitments across Association committee structure (C)
 - b. Identify opportunities to support members' efforts towards accessibility compliance
 - c. Identify and promote resources and best practices to support members' efforts to recruit and retain staff from diverse backgrounds (E)
 - d. Identify opportunities to deepen engagement with institutions under-represented in scholarly communications, especially Historically Black Colleges & Universities, Hispanic-serving institutions, tribal colleges, community colleges, and institutions in the Global South (C)
 - e. Continue to play a leadership role in the Coalition for Diversity & Inclusion in Scholarly Communications (C4DISC) (C, A)
- v. Offer programs and services that promote skills and leadership for members and the nonprofit scholarly communications community
 - a. Explore "Workshops in a Box" (off-the-shelf professional development workshop materials) to leverage education programs beyond a single event (I, A)
 - b. Explore increased revenue opportunities for expanded and enhanced webinar programs, including resumption of fee-based programming and evaluation of sponsorship costs (I)
 - c. Complete build-out of career development resources hosted on Jobs List
- vi. Sustain and strengthen the Association's Annual Meeting
 - a. Re-envision programming for newcomers and for affinity groups (A, C)
 - b. Plan programming to: (1) leverage the unique affordances of alternating in-person and virtual meeting formats, (2) cross-walk topics between years and formats, and, (3) schedule virtual meeting events to optimize equitable opportunities for the global membership to participate. (C, E)
 - c. Monitor financial and budgetary impact of Annual Meeting format change (I)
 - d. Incorporate climate-friendly changes into biennial in-person meeting (I, A)

V. INFRASTRUCTURE:

- i. Ensure diverse and adequate sources of revenue to fund annual operations
 - a. Evaluate all strategic plan tactics for revenue opportunities and/or cost efficiencies
 - b. Increase board commitment to recruitment of Partners, event sponsors, and meeting exhibitors
 - c. Continue to build up Partners program to increase both revenue and value
 - d. Consider add-on "Imprint affiliation" program for members
 - e. Re-establish regular dues increases
- ii. Ensure central office has sufficient systems and resources to fulfill strategic goals
 - a. Increase administrative staff support as budget allows
 - b. Consider opportunities to outsource
 - c. Develop and adopt a succession planning policy