

# Executive Summary

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## Highlights

## Mission Statement

Updated: 12/31/2069

## Vision Statement

Updated: 12/31/2069

## Values

Updated: 12/31/2069

# Blueprint for Academic Excellence

USC Press

AY2019-2020

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# Goals - Looking Back

**No goals have been entered for this section.**

# Goals - Real Time

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Goals for the USC Press that are in progress for AY2019-2020.

**Goal 1 - Bring more technology and analytical tools to bear on publishing decisions--;what to publish, what to revise and repackage, prices, discounts, print runs, promotional expenditures--;and on measuring sales performance and marketing efforts.**

<b>Goal Statement</b>	One of the benefits of outsourcing our warehouse is the addition of better technology and better reporting tools. These tools will allow us to take deeper dives into our operations and help us increase revenues and run the Press more efficiently.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Spurring Knowledge and Creation</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This will help us to better meet the evolving needs of customers and help us conduct our operations in a financially sustainable manner.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>•Analyze sales performance of comparable books--;ours and those from other publishers--;at the Acquisitions Committee book proposal stage.</li> <li>•Create a pricing strategy Fall 2019, after running multiple financial scenarios.</li> <li>•Review sales of comparable books before determining print runs.</li> <li>•Hold annual "postmortem" meetings after the close of the fiscal year to analyze sales performance--;and use that data to inform decisions about what to publish.</li> <li>•Review marketing expenditures and initiatives quarterly to determine effectiveness of programs.</li> </ul>
<b>Achievements</b>	We are conducting some but not all of the above activities. And those activities we are conducting need to be more thorough and sophisticated. By the end of Fall 2019 we are fully staffed and the warehouse transition is fully behind us, we will have integrated all of these activities, and perhaps others, into our culture.

<b>Resources Utilized</b>	Our Press-wide database, Allbooks, has tools and resources that we are only now just beginning to exploit. We pay HFS a monthly fee of \$625 for hosting the database.
<b>Goal Continuation</b>	Yes, this must be an ongoing goal if we have any hope of achieving long-term financial and organizational sustainability. Progress may be hindered by unanticipated crises, but we are committed to seeing it through.
<b>Goal Upcoming Plans</b>	Please see above.
<b>Resources Needed</b>	We ask that the Office of the Provost continue to provide a subvention equal to the FY19 level.
<b>Goal Notes</b>	

# Goals - Looking Ahead

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Goals for the USC Press that are slated for the upcoming year.

## Goal 1 - Continue to improve financial performance, and reach breakeven or better bottom line by FY21.

<b>Goal Statement</b>	
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Spurring Knowledge and Creation</li> <li>•Building Inclusive and Inspiring Communities</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	This is a critical step toward long-term financial and organizational sustainability, and toward increasing our impact on defined academic fields and our readership.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<ul style="list-style-type: none"> <li>•Increase sales and revenue through aggressive marketing efforts and by exploiting new sales channels.</li> <li>•Acquire and publish introductions in a) all academic fields b) books of regional interest.</li> <li>•Increase classroom adoptions of our books.</li> <li>•Increase sales overseas with new representation.</li> <li>•Discontinue unproductive legacy marketing initiatives.</li> <li>•Print more monographs via print-on-demand.</li> </ul>
<b>Achievements</b>	We monitor our financials monthly through three core reports: income statement, cash flow statement, and a balance sheet. The numbers will tell us if we're moving toward our goal.
<b>Resources Utilized</b>	Subvention from the Office of the Provost and our revenues (sales and other income)
<b>Goal Continuation</b>	We project revenues and expenses every spring for the forthcoming fiscal year, and we reproject revenues and expenses after the second quarter. Factors that can impact sales and revenue include general economic conditions, library acquisitions budgets, the number and financial health of bookstores, and so on. So much is beyond our control. This is one reason why we are focused on getting more books into the classroom.

<b>Goal Upcoming Plans</b>	<ul style="list-style-type: none"><li>•More aggressive marketing; more books into the classroom, more sales overseas, more subsidiary rights revenue.</li><li>•Building mailing lists to stay in closer contact with scholars in our core fields.</li></ul>
<b>Resources Needed</b>	We ask that the Office of the Provost continue to provide a subvention equal to the FY19 level.
<b>Goal Notes</b>	

**Goal 2 - Build high-quality publishing lists in core subjects that reflect an appropriate mix of scholarly, trade, and crossover content.**

<p><b>Goal Statement</b></p>	<p>In order to ensure long-term financial sustainability the Press must intentionally build high-quality and salable publishing lists in core subjects that appeal to core markets in the academy and among general readers. This requires increasing the current pace of contracting projects and "launching" them--;that is, moving manuscripts from acquisitions editors into the editorial department and scheduling them on seasonal lists.</p>
<p><b>Linkage to University Goal</b></p>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Spurring Knowledge and Creation</li> <li>•Building Inclusive and Inspiring Communities</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<p><b>Alignment with Mission, Vision, and Values</b></p>	<p>As mentioned previously, in order to ensure long-term financial sustainability the Press must intentionally build high-quality and salable publishing lists in core subjects that appeal to core markets in the academy and among general readers. This reflects our mission to enhance and expand the scholarly reputation and worldwide visibility of the University of South Carolina.</p>
<p><b>Status</b></p>	<p>Newly Established Goal</p>
<p><b>Action Plan</b></p>	<p>In FY20 the Press will:</p> <ul style="list-style-type: none"> <li>•Contract at least 35 new projects</li> <li>•Launch at least 40 new projects</li> <li>•Contract two new series, including an "Introduction to X" series</li> <li>•Plan and begin to execute an aggressive digital strategy:</li> <li>•Convert at least twenty bestselling backlist books into ebook format</li> <li>•Explore digital shorts program</li> </ul>
<p><b>Achievements</b></p>	<p>These targets are new, and look forward.</p>
<p><b>Resources Utilized</b></p>	<p>We will use all available and appropriate resources within our acquisitions department, and with our acquisitions committee, to achieve this goal.</p>

<b>Goal Continuation</b>	As mentioned previously, in relation to an earlier goal, this must be an ongoing goal if we want to achieve long-term financial and organizational sustainability. Progress may be hindered by substandard performance by acquisitions editors, and it is my responsibility as Press director to ensure productivity.
<b>Goal Upcoming Plans</b>	Building lists is an ongoing and necessary goal, though specific targets of contracts and launches and series and digital activity will likely change from year to year. With our current staffing, the Press should publish between 40-50 new titles annually--;though the quality and salability of these titles, more than a specific number, will determine if we achieve our goals.
<b>Resources Needed</b>	We ask that the Office of the Provost continue to provide a subvention equal to the FY19 level.
<b>Goal Notes</b>	The biggest single challenge in reaching this goal is to build, or restore, trust and enthusiasm among scholars and authors and bookstores about our publishing program. We must generate buzz. We must innovate. We must make a persuasive case that the University of South Carolina Press is the right publishing home for the best established and up-and-coming authors--;that we can offer advantages that other publishers, particularly our primary competitors, can't. We must make that case every single day and every single year, in perpetuity

# Programs or Initiatives

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## Effective Programs or Initiatives

*List your most effective programs/initiatives toward fulfillment of mission.*

## Program Launches

*List any programs/initiatives that were newly launched during the Academic Year or any programs/initiatives you would like to launch in the coming year(s). Describe the program/initiatives, provide financial requirements (including additional staff), and Academic Year in which you would launch. What key performance indicators are you utilizing to track the success of this program?*

## Program Rankings

*List any nationally ranked or external recognition during the Academic Year. For each, provide the formal name of the program followed by the name of the organization that issued the ranking, the date of notification, effective date range, and any other relevant information.*

# Community Engagement

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## Community Perceptions

*Describe how your unit assesses community perceptions of your engagement, and how the unit assesses the impact of community engagement on students, faculty, community and the institution. Provide specific findings.*

## Supplemental Info - Community Engagement

*Any additional information on Community Engagement appears as Appendix 3. (bottom)*

# Collaborations

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## Internal Collaborations

List your Unit's most significant collaborations and multidisciplinary efforts that are internal to the University. Details should be omitted; list by name only.

- New book series, East-West Encounters in Literature and Cultural Studies, a collaboration between the Press, Allen Miller and the Office of the Provost, National Taiwan University, and National Taiwan University Press.
- We have published four editions of *Writing South Carolina: Selections from the Annual High School Writing Contest*, edited by UofSC professors Steve Lynn and Aïda Rogers. (The final volume of that series was published this month.)
- We distribute books published by the McKissick Museum.
- Our new book series on Reconstruction is coedited by Brent Morris, associate professor of history, USC Beaufort.
- We are collaborating with three UofSC professors to develop a book series in African American studies: Bobby Donaldson, Kim Simmons, and Qiana Whitted.
- We cooperate with University Libraries in several ways:
  - Multiple author events at Thomas Cooper (see above).
  - Publishing books with library subventions, such as the recent *Richardson-Sinkler Connections* by Harriett Little and the forthcoming *Creating the South Caroliniana Library* by John Bryan.
  - Exploring the prospect of providing files of several books to the Thomas Cooper Library to post in open access format.
- For the past six years we have published Young Palmetto Books, a partnership with the [South Carolina Center for Children's Books and Literacy](#), a unit of the UofSC School of Library and Information Science. (We have published two books this spring, though we are no longer contracting new titles.)
- As I mentioned above, we recently published *A View from the South* about the work of UofSC professor emeritus Boyd Saunders. The event at the Thomas Cooper Library, where Saunders donated his papers and spoke, was the Press's biggest event this year. The book will be profiled in the next edition of *Caroliniana Columns* (the Caroliniana's newsletter).
- We recently published *The Power of the Plan: Building a University in Historic Columbia, South Carolina* by Richard Galehouse, on the past and future relationship between UofSC and the city.

## External Collaborations

List your Unit's most significant collaborations and multidisciplinary efforts that are external to the University. Details should be omitted; list by name only.

We have an extremely high number of external collaborations, and I will mention just a few highlights:

- Hopkins Fulfillment Service (HFS) is responsible for distribution--;warehousing print books, filling orders, and taking payment (then sending the net sales amount to us). HFS also provides us with our press-wide database, and the back-end technology so we can sell our books on our website.
- Eurospan warehouses and sells our books in Europe and the United Kingdom. This represents about 2% of our overall sales--;a number we expect to increase in years ahead.
- Columbia University Sales Consortium, a group of traveling sales representatives with Columbia University Press, sells our books in the United States and Canada.
- Brunswick Books is responsible for warehousing and distributing our books in Canada.
- Ebook platforms: We sell ebooks on forty-nine platforms, including Amazon Kindle, JSTOR, Project MUSE, and EBSCO. Ebooks represent 12% of our overall annual sales, and this year we are well ahead of budget.
- Foreign publishers: In recent months we have contracted with foreign publishers on the following: a French-language translation of *One Good Mama Bone*; a Chinese-language translation of *Strategies of Remembrance*; an English-language edition of *Bathsheba Survives* (for the UK and Europe); and a Japanese-language edition of *Mt. Fuji: Icon of Japan*.

- Ingram is a vendor that disseminates our ebook metadata, i.e., information about our books such as title, author, price, page count, etc., worldwide. Ingram also provides print-on-demand services, a format that accounts for 21% of book sales through May.
- NetRead is a vendor that disseminates our print metadata to vendors worldwide.
- The Brian Murphy Group promotes our books for course adoptions.
- Link-Busters identifies digital pirates and works to reduce their accessibility. This is a new partnership, and, sadly, one that more and more scholarly publishers are adopting.
- Edelweiss provides an online digital catalog with marketing tools where booksellers can place orders.
- Bookstores throughout the state, including several in the Lowcountry, host author events.
- Dozens of printing companies in North America and Asia manufacture books for us.

# Campus Climate and Inclusion

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## Campus Climate & Inclusion

*Activities the unit conducted that were designed to improve campus climate and inclusion.*

We do this in several ways:

- Publishing books
- Books on civil rights, African American studies, and race, including *They Stole Him Out of Jail: Willie Earl, South Carolina's Last Lynching Victim* by Will Gravely and the forthcoming *Voices of South Carolina's Civil Rights Movement* by Claudia Brinson.
- Books on LGBTQ+ issues, including *Southern Perspectives on the Queer Movement* by Sheila Morris; *The Damned Don't Cry--; They Just Disappear: The Life and Works of Harry Hervey* by Harlan Greene; and *Queering Romantic Engagement in the Postal Age* by Pamela VanHaitsma.
- Author events on campus
- Will Gravely, as mentioned above, spoke at Thomas Cooper Library in March.
- Bobby Donaldson, UofSC professor and Press Committee member, also mentioned above, will be on a panel at the Columbia Museum of Art in July to discuss our forthcoming *A True Likeness: The Black South of Richard Samuel Roberts, 1920-1936*
- Internship program: For many years our internship program has helped numerous UofSC students learn about the publishing industry. (These students typically work ten hours a week and some earn course credit.) Some of these former interns have pursued publishing opportunities and careers, for example:
  - K. Lee Graham, an intern in 2019, is now working as an assistant at the Columbia Publishing Course in New York City
  - Riley Farmer, an intern in 2018, was recently accepted into the Denver Publishing Institute
  - Liesel Hamilton, an intern in 2014-15, became a part-time staff member for the Press then had a three-month internship with National Geographic; she is now teaching at George Mason University.
  - Elizabeth Jones, an intern in 2011, became an Editorial Department assistant, then became an assistant managing editor with the Duke University Press's journals program.
  - Elizabeth Farry, an intern in 2011, became a staff member in the director's office and then the marketing department; she is now an assistant editor at Island Press, a book publisher in Washington, DC.
  - Jolie Hale, an intern in 2009, later worked for Inkwell Management, a literary agency.

# Initiatives and Fees

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## Initiatives

*Describe any new initiatives your unit will need for the coming year.*

In the year ahead we will launch the following initiatives:

- Redesign our website, as previously mentioned.
- Grow and formalize the internship program: We plan to provide an hourly wage to interns, though we will need administration or donor support for that.
- Expand global sales, as previously mentioned.
- Research a digital shorts publishing program, as previously mentioned.

## Fees

*List any new or changed fees that your unit has implemented or had to take on in the last academic year.*

Presently the Press does not charge fees for any of its programs.

# Concluding Remarks

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## **Weaknesses and Plans for Improvement**

*What is your unit struggling with? What plans do you have to overcome the weakness that you have faced in the next academic year.*

## **Key Issues**

*Identify key issues or potential challenges your unit will encounter this coming year and the steps you plan on initiating.*

## **Quantitative Outcomes**

*Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.*

## **Cool Stuff**

*Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.*

## **Appendix 2. Community Engagement**

## Community Engagement University of South Carolina Press

- Author events: Since January we have organized forty-seven of these events, including speaking engagements and book signings panels and receptions. This is largely a result of MacKenzie Collier's efforts. Here are some highlights:
  - In March and April we organized eleven speaking events for Will Gravely, author of *They Stole Him Out of Jail: Willie Earl, South Carolina's Last Lynching Victim*, including one at the Hollings room at Thomas Cooper Library. Will's book went into reprint quickly—always a good sign.
  - In April the South Carolina State Library hosted a lecture by our author, Amy Duerenberger, on her recently published *Exploring the Southern Appalachian Grassy Balds*.
  - This spring we sponsored five events to promote Patricia Moore-Pastides' *At Home in the Heart of the Horseshoe*, and we assisted her team on five additional events.
  - In May the Kershaw County Historical Society hosted a lecture by our author Boyd Saunders on the recently published *A View from the South: The Narrative Art of Boyd Saunders*.
  - In July the Columbia Museum of Art will host a panel discussion, featuring UofSC professor and Press Committee member Bobby Donaldson, on our forthcoming photo-essay book, *A True Likeness: The Black South of Richard Samuel Roberts, 1920–1936*.
  - This fall we will host or co-host seven (and counting) author events in Charleston and Columbia and the region to celebrate the release of Mary Whyte's new book, *We the People: Portraits of Veterans in America*. We have high sales expectations for that volume.
  - Bren McClain, author of *One Good Mama Bone*, will be a guest on an upcoming episode of "By the River," a show produced by USC Beaufort (that will air on SCETV).
  - Gibbs Knotts, coauthor of the forthcoming *First in the South: Why South Carolina's Presidential Primary Matters*, is a frequent guest on ETV's *This Week in South Carolina*, which is filmed on the UofSC campus.
- Meetings with scholars and students:
  - In September 2018 I lectured to a UofSC class, Editing and Publishing, taught by Aida Rogers in the Honors College. (Aida has published several books with us.) Later that semester, on separate occasions, MacKenzie Collier and our design and production manager, Pat Callahan, also lectured in that class. I should add that one of the students in that class, K. Lee Graham, approached me and asked about our internship program; she wound up interning for the Press this spring. More on that below.
  - In March 2019 our acquisition editor Ehren Foley spoke to a group of grad students at the University of Georgia History Department about scholarly publishing. Closer to home, Ehren has been invited to speak to UofSC history grad students this fall.

- In November 2018 I conducted a publishing workshop at Claflin University with eighteen members of the faculty. My aim was to help them write book proposals and approach scholarly publishers.
- Academic conferences: The Press attends approximately thirteen academic conferences annually, during which we sell books, offer exam copies, and engage and recruit authors. Some of those meetings include:
  - Southern Historical Association
  - Organization of American Historians
  - Association for the Study of African American Life and History
  - American Literature Association
  - Carolina Lowcountry and the Atlantic World
  - Rhetoric Society of America
- Additional:
  - In March 2019 I was interviewed by Mike Switzer of South Carolina Public Radio for the *South Carolina Business Review*; that interview aired in April 2019.
  - Ehren Foley was invited to serve on the Association of University Press's Faculty Outreach Committee for 2019–20.