



It is beyond the scope of a strategic plan to list all the changes in the publishing landscape, but some of the major ones are worth noting. Although subsidies for university presses have increased modestly in recent years—a welcome reversal in what was a long-term downward trend—they still lag behind inflation. Libraries, one of our major markets, spend an increasing share of their acquisitions budgets on STM journals and electronic resources. Because university presses, with some notable exceptions, tend to be oriented toward books in the humanities and social sciences, this decline in library sales raises some daunting financial challenges. Presses have had to learn how to reach even deeper into existing markets and to create products that appeal to new ones.

Although the changes brought by these new financial conditions are challenging, they are dwarfed by the problems—and exciting new opportunities—being wrought by new communications technologies. These technologies are often double-edged swords; at the same time that they create opportunities to reach students and scholars in corners of the globe that presses could rarely reach before, they also offer unprecedented opportunities for unauthorized use of our books and journals and, consequently, the potential for a dangerous loss of sales and licensing revenue as well as a loss of control over copyrighted material. New technologies offer more efficient means of vetting, revising, editing, and finally presenting scholarship in either print or electronic formats. But choosing which innovations to implement for which problems is far from clear-cut. These innovations often require expertise beyond the traditional resources of most publishers, and mistakes can be terribly expensive.

The new technologies also bring new players to the game. Libraries, university departments, and individual scholars increasingly disseminate information on their own. This change offers a tremendous opportunity for university presses to collaborate with partners in new ways. University presses, because of their expertise in evaluation, editorial development, production standards, and marketing, still represent the gold standard of scholarly publishing within the university. We can and should be among the leaders who guide our parent institutions and their constituents through the confusing and expensive new world of digital publishing and information management.

New technologies have also created a new tension between so-called open access and the protections offered by intellectual property law. The inclination among “born-free” adherents to believe there are no costs associated with posting usable information on the web seems to be waning, but challenges persist to the idea that the creators of scholarship as well as those who vet, edit, and disseminate it should enjoy some control over their product. Currently, that challenge is greatest for those university presses that have a significant stake in journal publishing, but proponents of open access would like to see the idea applied to book publishing as well. University presses have particular points of view in this debate that sometimes vary from other parties in the academy; as actual members of the academy, they have real opportunities to present those points of view and affect the policies that will ultimately prevail.

The rapidly changing landscape in which university presses operate requires more resources and expertise than any one press can bring to bear. The AAUP, by itself adapting to this new environment, can enable its member presses to seize the opportunities the new landscape offers. To do so, it will both revise old programs and develop new ones, providing education and services relevant to presses of all sizes. It will also reconsider who qualifies as a member press, modifying requirements regarding size or product format in favor of embracing all whose mission is the nonprofit dissemination of scholarship. It will recognize that a climate offering newly diverse means of increasing knowledge will inevitably necessitate a healthy debate of important issues before uniting around specific policies. And the AAUP, in pursuing increasingly global aims, will do all it can to enable presses to employ staffs that reflect the diversity they encounter in their markets.

All these goals must be pursued in the context of maintaining AAUP's fiscal health, and so all new programs will need to be evaluated with regard to both financial and staffing impacts on the central office. The AAUP will also pursue new funding opportunities for central office programs where possible, and will provide assistance to member presses that undertake fundraising efforts of their own. The latter could involve continued workshops such as those offered at recent annual meetings, articles in AAUP handbooks, and facilitation of press-to-press contacts that enable newcomers to fundraising to benefit from presses further along in the process.

Perhaps most critical to the AAUP are new educational and cooperative programs. We must continually meet in traditional and new forums to share information and educate each other. This is true especially, but not exclusively, in the digital environment, where journals staff, who previously have tended to operate somewhat tangentially to books staff, have particular expertise to offer. Shared education is a critical part of the AAUP mission.

The AAUP will offer increased consortial services where such collaboration can benefit members and, where possible, central office finances. Possible new programs are offered in this strategic plan.

The AAUP will continue to develop strategic alliances on behalf of member presses. Recent collaborative initiatives with such organizations as the Association of American Publishers (AAP), the Association of Research Libraries (ARL), and the Association of American Universities (AAU) are examples. These initiatives can range from joint public and professional education programs to lobbying efforts and even legal action. The increased public prominence of AAUP since the implementation of the last strategic plan represents one of the organization's great achievements in recent years. Heightened public awareness of the importance of scholarship, the value that university presses add to it, and presses' role in its distribution further our core mission and society's traditional endorsement of the value of education and knowledge.

## STRATEGIES

### Broaden membership.

While we intend to retain our identity as an association of university presses, we will increase collaboration with nonprofit scholarly publishers and organizations whose interests and goals are compatible with those of the AAUP. We expect to streamline the current membership categories so that most American university presses fall into one category. New membership categories and benefits will allow more nonprofit publishers, learned societies, library societies, and other organizations to partner with the AAUP in shaping the future of scholarly communication. We will reach out to new scholarly publishing enterprises by offering an introductory membership to acquaint them with the work of the AAUP and the supportive community it represents. The proposed innovations will require changes in the By-Laws and Guidelines of the Association, with approval of the current members.

#### *Current:*

- There are now four AAUP membership categories: full, affiliate, international, and associate.

- The distinction between full and affiliate university press members is the size of the publishing program. Full members must publish a minimum of 5 titles (books or journals) annually.
- Associate members are presses affiliated with non-degree-granting institutions and associations. The number of associate members is capped at 30% of the number of full members. Associate members are not eligible to serve on the Board of Directors or Standing Committees of the AAUP.
- International members are university-affiliated publishers outside the Americas and such presses within the Americas that publish primarily in languages other than English.

*Innovations:*

- Change the membership categories to full, international, associate, and introductory.
- Eliminate the affiliate category so that all North American university press members of AAUP become full members.
- Allow an increase in the number of associate members by raising the cap to 35% of the number of full members.
- Allow representatives of associate members to serve on the Board of Directors and Standing Committees of the AAUP.
- Set up a new introductory membership category for small non-profit publishers (university or other) that do not yet meet the minimum standards for AAUP membership.
- Revise dues structure in two stages, first to reflect new membership categories in a relatively revenue neutral way and secondly to reflect non-book income, particularly journals and electronic products.

*Enhance education and training, especially with the goal of helping members manage change.*

Professional development is one of the most valued services that the AAUP has to offer. Opportunities for professional development and training are ever more important as technology produces constant change in just about every aspect of scholarly publishing. Training staff to perform new tasks and to perform old tasks in new ways is essential to presses of all sizes. To meet the goal of helping members manage change, the AAUP will facilitate and enhance the educational opportunities offered by the annual meeting, premeeting workshops, regional meetings, and birds-of-a-feather gatherings as well as provide more educational and training resources on the AAUP Web site. While educational programs will be addressed to all staff, we see a particular need for programs geared to junior staff and to press directors.





