

PUBWEST

Strategic Plan

Board Approved: October 4, 2007

The VISION STATEMENT for PubWest:

Five years from now in the fall of 2012, PubWest will have grown to at least 300 members in the United States and Canada: 170 or more publisher members from a variety of professional enterprises, including trade houses, professional publishers, religious houses, nonprofit publishers, scholarly and university presses, and 130 or more associate members from a variety of publishing-related trades, such as printing, graphic and web design, editing and indexing, marketing and sales, distribution, software, and wholesaling.

In general, the staff (consisting of full- and part-time colleagues), the board of directors, and a cadre of volunteers will be responsible for growing the association through marketing and sales, professional education, advocacy, communications, operations, and efficient administration.

Specifically, the staff, board, and a cadre of volunteers will offer our members a wide range of benefits:

- An annual national conference known throughout the publishing industry for the quality of its content, opportunities for community, and a superb industry trade show.
- Regular local and regional educational and networking events, such as happy hours, seminars, regional meetings, Booklores, and connections to other local and regional book communities, e.g., library associations, bookseller associations, and other publishing associations.
- An open and inclusive networking and communication structure for all members to connect and collaborate, including e-newsletters, blogs, etc.
- Strong professional advocacy for independent publishing and other member-related issues.
- A series of awards, scholarships, and other forms of recognition that celebrate significant achievements in independent publishing.
- A series of professional benefits available to members, such as discounts, insurance, and marketing resources.

PubWest will be guided by a strategic plan and a business plan that will be monitored and updated by the board of directors and their Long Range Planning Committee. There will be financial, educational, and operational benchmarks set and met.

PubWest will operate at a surplus. Operating surpluses will be used to build a cash reserve to fund new programs and provide a contingency for unforeseen events.

The MISSION STATEMENT for PubWest:

The Publishers Association of the West (PubWest) is a national trade organization of publishers and of associated publishing-related members. PubWest is dedicated to offering professional education, providing publishing-related benefits, creating opportunities for our members and associate members to do business, speaking as an advocate for members, recognizing outstanding achievement in publishing, and providing a forum for networking to our publishing and associate members from across the United States and Canada.

The VALUES of PubWest are:

- 1. Cooperation.** While our members often compete with one another, we as members of PubWest believe in inclusiveness, cooperation, collaboration, and collegiality.
- 2. Independence.** As an association we are committed to both publishing independence and the independence of PubWest itself.
- 3. The Book and the Community of the Book.** As an association we believe in the future of the book in all of its forms, the value of North American publishing, and the community of the book.
- 4. Education.** As an association we are committed to offering professional education to all of our members at all levels of responsibility.
- 5. Member Benefits.** As an association we are committed to creating and maintaining meaningful benefits for our members.
- 6. Professionalism.** As an association we act in a businesslike manner as we represent professional publishing companies--companies that exhibit a passion for making books in all their forms.

The GOALS of PubWest are:

- 1. Growth.** PubWest's growth in membership and revenue will be at least 10% per year, annualized over the next five years.

2. Conference. PubWest will expand the conference offerings. PubWest will increase conference attendance by at least 10% per year, annualized over the next five years. Seminars must be timely, intellectually weighty, offer hands-on training in current or future subjects, and have knowledgeable, well-prepared speakers. Partners must be sought to sponsor the conference.

3. Benefits. PubWest will add two significant (dollar-measurable) and manageable benefits per year through 2012, benefits that add to the association's revenue stream and decrease dependence on membership and conference revenues.

4. Staff. PubWest will have a full-time Executive Director by the end of 2008 and a full-time #2 person by the end of 2009.

5. Membership and Committee Work. PubWest will create more opportunities for greater member involvement, by providing resources for building state liaison infrastructure, happy hours, Booklores, feedback sessions, mini-conferences, heads of house conclaves, and more. Each committee chair will write a charter for their committee that will list the committee's responsibilities. Additionally, the chair will identify the responsibilities of individual committee members, secure time commitments, and set an annual calendar.

6. Advocacy. PubWest will appoint the Executive Director through a bylaw change to be the spokesperson for the association, as can be done by a nonprofit.