

*University of Alaska Fairbanks*  
**2011 Annual Unit Plan**

The information collected in the Annual Unit Plan (AUP) is used in a variety of required reports, including but not limited to institutional accreditation reporting, Performance Based Budgeting (PBB), Alaska Budget System (ABS), Missions and Measures (M&M), and the Annual Operating and Management Reviews. Submission of the AUP is required in August of each year.

Please complete the following information using the format provided, and submit it electronically by August 27, 2010 to Deb Horner, University Planner ([dghorner@alaska.edu](mailto:dghorner@alaska.edu)) with a copy to Ian Olson, PAIR ([inolson@alaska.edu](mailto:inolson@alaska.edu)) as well as to Susan Henrichs, Provost ([fyprov@uaf.edu](mailto:fyprov@uaf.edu)).

<b>A. General Information</b>
-------------------------------

**A1. Unit Name:** University of Alaska Press

**A2. Unit Mission Statement** - The mission is a short (no more than one paragraph) statement that describes why the unit exists. Unit mission statements that have been formally approved by the UA Board of Regents should not be changed.

Launched in 1967, the University of Alaska Press is a nonprofit scholarly publisher and distributor of works about Alaska and the circumpolar regions. Our publications cover an expanding range of subject areas, including politics and history, Native languages and cultures, science and natural history, biography and memoir, poetry, fiction and anthologies, and original translations. We publish books in print and electronically for both the scholarly community and the general public.

**A3. Core Services** - This section identifies the unit's major functions that support its mission. In the interests of brevity, links to websites with additional information on the unit may be included. This section should not exceed two brief paragraphs.

Core services of the UA Press are acquisition and dissemination of information about the circumpolar North through the publication of high quality books. Our publications benefit both the scholarly community and the general public.

## B. Progress Report

### B1. Major Accomplishments

List the significant unit accomplishments for AY09-10 in the areas indicated below. Please include the top three accomplishments in each area. Be brief; use web links to provide additional information if necessary.

- Teaching, research and public service:
- Faculty, student and staff awards, competencies, regional/national/international recognition:

Our books support the teaching, research and public service mandates of the university. Some of our books are adopted as text books for university courses, some of our books highlight notable research by faculty (including faculty within the UA system), and some of our books have a public service mission as materials appropriate for use in K-12 education or for readers interested in the circumpolar North.

Notable accomplishments for FY10 include:

1. *Changing Arctic Landscape* selected as the recommended book of the month by *Scientific American* magazine and was one of a limited number of titles selected for special author events at the Pacific Northwest Bookseller's Association annual meeting. The UA Museum of the North also featured work from this book in the summer 2010 special exhibit.
2. UA Press books available for the first time from our website in electronic format suitable for computers or handheld devices. This milestone was acknowledged in a lengthy *Anchorage Daily News* article touting the benefit of this technology for students since the download feature allows for limited time access for a modest fee. UA Press's sliding price scale was adapted from the pricing model used by the University of Chicago Press.

**B2. End Results and Strategies**

List end results, strategies, targets, etc, in the table below for the period July 1, 2009 to June 30, 2010, based on the 2010 AUP. Add rows as needed.

End Result:	Strategies to Achieve End Result	Measure(s):	Status:	Budget Impact
<p>Improve visibility of UA Press within the university system and with the public</p>	<p>(1) Facilitate creation of new website and transition to the University of Chicago Distribution Center shopping cart. (2) Facilitate creation of new brand for the Press including a modernized logo. (3) Meet with other administrators at other MAUs (with particular emphasis on UAA in this fiscal year) to make them aware of the Press and our mission. (4) Reach out to new faculty by sending out a catalog with a personalized letter. (5) Continue to support events such as author signings and other special events and the Alaska Book Festival.</p>	<p>(1) Completed new web site. (2) Completed new logo. (3) Have meeting with UAA administration. (4) Catalog and letter included in new faculty orientation process. (5) Hold suggested events.</p>	<p>(1) Beautiful (and functional) new web site created. We also designated a staff member to keep it up to date. (2) New logo completed. (3) Met with both UAA Chancellor and Provost. (4) Catalog and letter of introduction distributed for new faculty orientation at UAF. UAA will be added in FY11. (5) Supported Alaska Book Festival events, author signings and other events to raise awareness of the Press.</p>	<p>(1) Website (with shopping cart) cost about \$5,000. (2) The new logo cost somewhat more than we anticipated at about \$2,500. (3) No additional cost; meetings were piggybacked on trips to Anchorage already scheduled for marketing. (4) Negligible cost. (5) Already planned in budget.</p>

<p>Create plan for financial sustainability of the Press</p>	<p>(1) Develop business/strategic plan for the UA Press for the next three years. (2) Finalize agreements with electronic content companies such as ebrary and Net Library (update only). (3) Continue to explore use of digital printing, print-on-demand and electronic formats to optimize resources. (3) Develop plan to create a UA Press intern program. (4) Explore ways the UA Press can be of broader service to the university, for example, through additional distribution agreements with other university entities. (5) Set guidelines for seasonal list management and work towards increased publications reflecting research strengths of the university. (6) Increase book subventions with the goal of \$90,000 to \$100,000 in support in FY10. (7) Improve process of paying our royalties in a timely manner (by December at the latest).</p>	<p>(1) Plan written and submitted for review. (2) Get agreements in place. (3) Should see increase in use of these technologies. (4) Increase in agreements with other university entities. (5) Draft guidelines developed. (6) Total of subventions realized. (7) Normal royalties (where paperwork competed etc.) completed by December 31, 2009.</p>	<p>(1) Plan only in draft form. Thus, this goal was not quite met. (2) Agreements in place and books now being submitted. We also now have e-book for sale from our website. (3) We have increased use of POD, digital printing and electronic publishing to reduce costs. We have also worked closely on inventory control using short print runs whenever possible. (4) We continue to explore other potential collaborations inside (and outside) the university. However, at this point, we have not officially set up new formal agreements with other university entities. (5) We have worked on broad guidelines for seasonal list management and are expanding our areas of publication to more broadly represent the strengths of the university. (6) About \$92,000 inn subventions was raised in FY10. However, about \$50,000 will be applied to a book to be published in FY12 so the net impact on the FY10 budget was \$42,000. (7) We did not have enough time as of August last year to accomplish this goal in FY10 but are on target to pay royalties to all entities who have submitted tax paperwork to us by December.</p>	<p>Generally, none of these strategies affected the budget significantly, although subventions are critical to us for many of our book projects.</p>
--	---	---	--	--

<p>Improve processes/workflow within the Press</p>	<p>(1) Have teamwork exercises including initiating a retreat called “Workflow Day”, an idea that has been successful at the University of Iowa Press for improving process flow and building teamwork. (2) Continue to establish formal processes for transition of work between staff and for documenting progress including establishing an up to date acquisitions log. (3) Complete annual staff performance reviews.</p>	<p>(1) Retreat held. (2) New work transitions policies developed and put into place. Year-long calendar of critical deadlines/activities developed. (3) Performance reviews completed.</p>	<p>(1) A successful retreat was held in February 2010. We spent the time outlining the process of publishing a book identifying areas where the process is not smooth or areas that need attention. A number of concrete outcomes came from this including title budget forms driving early decisions about book projects including pricing. We also developed strategies and processes for passing off projects from acquisitions to production to marketing. (2) Processes have been developed and continue to be refined. Year-long calendar was developed and is used weekly to assure that critical deadlines are planned for and met. (3) FY10 staff performance reviews were completed for all UA Press staff.</p>	<p>These strategies were completed with little to no impact on the budget. There may be some positive impacts to the budget achieved from reducing inefficiencies.</p>
--	--	--	---	--

**B3. Analysis of Performance Metrics and Supporting Data**

PBB metrics do not apply to your unit. Instead, I ask that each of you identify and report on one or more measures of unit performance. (However, I think that two or three measures will be more than enough.) I do not intend to dictate these, but it should be something that you can both assess and affect. For example, the Graduate School probably should not choose total graduate enrollment, because that is affected more by availability of TAs and RAs in the institutes, schools and colleges. Rather, the Graduate School might choose Ph.D. enrollment, and discuss how fellowship resources have been deployed to enhance that.

**Data Review**

- Evaluate the differences in final numbers as compared to your unit targets. Did your unit meet its stated goal? Why or why not?
- Discuss data trends, both positive and negative.
- Indicate whether or not the targets should be adjusted for future years in light of trends.

**Strategies**

- Reflect upon key unit strategies initiated over the last year – which ones worked and which ones returned results that did not meet your expectations. Please explain. Take careful note of this critical piece as it plays an important role in the university’s overall Performance evaluation.
- If there is a formal plan (e.g., Enrollment Management Plan) that is strongly related to a particular performance criteria, discuss any evidence that the plan is or is not achieving its objectives, and if not, any changes implemented or planned.

**Resources and Reallocation**

- Were there any resources allocated or reallocated to support achievement of your unit’s targets and strategies? If so, please explain.
- Are any areas of achievement suffering from a resource (re)allocation that additionally impacts other metrics?
- Of all your strategies, which is your most critical for unit success and is it in need of additional resources in order to make it successful?

Measure of Unit Performance	FY09	FY10 Target	FY10 Actual	FY11 Target
Net sales of books	\$ 372,000	\$400,000	\$ 325,000	\$ 350,000
Subventions for book production	About \$80,000	\$100,000	\$92,000	\$ 100,000

**B4. Publications in refereed journals/periodicals**

Please use EndNote to report publications for CY2008. The download is available at: <http://www.alaska.edu/keys/#Windows%20installers>, or <http://www.alaska.edu/keys/#Macintosh%20Installers>. Include the information as an attachment when you submit the AUP.

Our FY10 publications authored by UAF faculty, staff or students should be reported with full reference information by colleges or research institutes. We list below the titles of books by UAF personnel:

1. *Common Interior Alaska Cryptogams: Fungi, Lichenicolous, Fungi, Lichenized Fungi, Slime Molds, Mosses, and Liverworts*  
by Gary A. Laursen and Rodney D. Seppelt
2. *Field Techniques for Sea Ice Research*  
Edited by Hajo Eicken, Rolf Gradinger, Maya Salganek, Kunio Shriasawa, Don Perovich, and Matti Leppäranta
3. *The Changing Arctic Landscape*  
by Ken D. Tape

This book was notable since Ken Tape is a student at UAF. It is unusual for a student to publish a book while they are an active student.

4. *Old Yukon*

by James Wickersham. Edited and abridged by Terrence Cole

**C. End Results and Strategies – FY 2011**

**C1. End Results Table**

Complete the table below for the period July 1, 2010 to June 30, 2011. Add rows as needed. For each end result, identify the applicable core theme(s) listed below.

- A. Educate: Undergraduate and Graduate students
- B. Discover: Through Research, Scholarship, and Creative Activity, including an Emphasis on the North and its Peoples
- C. Prepare: Alaska’s Career, Technical, and Professional Workforce
- D. Connect: Alaska Native, Rural, and Urban Communities through Contemporary and Traditional Knowledge
- E. Engage: Alaskans via Lifelong Learning, Outreach, and Community and Economic Development

<b>End Result:</b>	<b>Theme</b>	<b>Strategies to Achieve End Result</b>	<b>Measure(s):</b>	<b>Status:</b>	<b>Budget Impact</b>
Increased visibility of UA Press within the UA system	A, B, C, D & E	(1) Continued periodic meetings with key faculty and administrators, particularly at UAF and UAA (2) Continued efforts to reach out to new faculty (3) Continued support of activities on campus that highlight our books	(1) Meetings held (2) Letter and catalog provided for all new faculty at UAF and UAA (3) Book events held and collaborations developed with other entities at UAA and UAF	Ongoing over the year	Negligible
Improved office procedures and workflow	E	(1) Hold annual office retreat (2) Refine budget projections based on historical need (3) Re-write two staff PDs to reflect new scope of responsibilities (4) Better link book finances to acquisitions recommendations and to seasonal list development	(1) Office retreat held and outcomes distributed and acted on where appropriate (2) Title budgets established as part of routine process (3) Staff PDs re-written and evaluated (4) improved book budget projections and balanced seasonal lists	Ongoing over the year	Negligible although position re-evaluations could lead to some salary adjustment
Fiscal sustainability for the Press	A, B, C, D & E	(1) Develop three year budget (2) Fundraise for specific book projects	(1) Budget developed (2) Fundraising goals met	Ongoing over the year	Should result in a positive impact on the budget

Increased e-book venues and increased e-book sales	E	(1) Expand e-book agreements to include Google Editions, Kindle, and I-Bookstore (2) Targeted marketing for e-books	(1) Agreements established and book made available (2) Identifiable marketing products such as press releases and print ads	Ongoing over the year	Should result in a positive impact on the budget
Modernized inventory control and reduced overstock	E	(1) Select appropriate software to aid in local inventory control (2) Promote bargain book sales (3) Pulp excess stock as necessary	(1) Software selected and inventory entered (2) Book sale events held (3) No more than 5-10 year supply of any title on hand at the end of the year (few rare titles will be retained)	Ongoing over the year	Negligible impact on the short-term

### D. Long Range End Results and Strategies – FY 2012 and Beyond

#### D1. Long Range End Results Table

Complete the table below. For End Results with an anticipated start date of 2012, the results should be in line with budget requests for FY2012. Add rows as needed. For each end result, identify the applicable core theme(s) listed below.

- A. Educate: Undergraduate and Graduate students
- B. Discover: Through Research, Scholarship, and Creative Activity, including an Emphasis on the North and its Peoples
- C. Prepare: Alaska's Career, Technical, and Professional Workforce
- D. Connect: Alaska Native, Rural, and Urban Communities through Contemporary and Traditional Knowledge
- E. Engage: Alaskans via Lifelong Learning, Outreach, and Community and Economic Development

End Result:	Theme	Strategies to Achieve End Result	Measure(s):	Budget Impact	Anticipated start date
Excellent quality highly relevant publications	A, B, C, D & E	(1) Set acquisitions goals (2) Attract active influential board members (3) Set high standards for manuscript acceptance	(1) Goals set (2) Active influential board (3) More and better manuscript submissions; book awards	Negligible	FY12 for specific acquisitions goals; we continue to strive for the highest quality acquisitions

Keep on the forefront of modern technology to produce high quality relevant publications cost effectively	E	(1) Make publications available in relevant electronic formats in a timely manner (2) Actively use ultra short print runs and POD when appropriate (2) Stay abreast of modern technology through reading, webinars, list-serves, chat groups, and conference attendance	(1) Publications available (2) Reading and attendance; implementation of knowledge learned	More efficient use of funds	Ongoing but is an important area due to changes in the market
Increase revenue	E	(1) Active fundraising (2) Develop partnerships to increase exposure of our books (e.g., tourist industry) (3) Target a few books each year with broader trade appeal	(1) Fundraising goals set and met (2) Partnerships developed (3) Strong sales revenue	Increased revenue	Some activities in place but we anticipate these activities will become more important for sustainability of the Press

**D2. Top three challenges for FY2012**

Identify the top three challenges confronting the unit for the period July 1, 2011 to June 30, 2012. These challenges must be directly related to the unit's FY2012 budget request.

Challenge 1: Our greatest challenge is to position ourselves with the appropriate base funding to be a viable scholarly press.

Challenge 2: Retaining functionally appropriate space.

Challenge 3: Continuing to produce relevant publications for a rapidly changing world.

**D3. Use of unanticipated funds**

Specify what the unit would do with additional funds, should they be made available later in FY2012. Activities must support the FY2012 budget request.

Not applicable.

**E. Additional Information**

**E1. Unit Unmet Needs**

Identify unmet unit needs that could be supported through private, non-governmental funding, such as donors, foundations, etc.

The Press would be fiscally viable if staff salaries were supported by a yearly allocation. At present we receive somewhat less than half of the budget required to support staff salaries through an allocation from UAF and from the Natural Resources Fund. A special increment from UA Statewide for FY10, 11 and 12 covers most of the unmet staff salary needs for those years. However, fixed cost increases are not included. Even with efforts to increase revenue and fundraising, to fulfill our scholarly mission will require a commitment of funds beyond FY12.

## **E2. Major Capital Investment Priorities and Space Needs**

In order to better connect academic and research priorities with capital investment planning, identify the unit's highest priority facility needs, if any, for consideration in the six-year capital plan. Units should also describe any other significant facility or space management issues in this section. Be sure to show the linkages between facilities needs and unit End Results.

Our facility needs are fairly modest relative to larger units. However, we do have some unique needs due to our book distribution services.