

Executive Summary

Blueprint for Academic Excellence

USC Press

AY2022-2023

Highlights

The University of South Carolina Press adds value to the university in the following ways:

- Serving the university and the state by publishing books about South Carolina to educate, inform, and entertain
- Providing high-quality, peer-reviewed course materials for professors and students at nearly twenty South Carolina institutions of higher learning, and nearly 170 colleges and universities in the United States
- Collaborating with departments and centers on campus to publish books that disseminate and illuminate the research of the university
- Extending the mission, influence, and brand of the University of South Carolina throughout the world: our books are sold in 39 countries
- Offering experiential learning opportunities for undergraduates and graduate students through our internship program

Mission Statement

The University of South Carolina Press publishes high-quality, peer-reviewed print and digital books. Our authors tell compelling stories that explore the human experience, engage teachers and learners, contribute to academic disciplines, and inspire conversations about social and cultural progress. Our publications address national and global issues and illuminate the history and culture of South Carolina and the American South.

Updated: 01/31/2020

Vision Statement

To be the publisher of choice among public university presses in the American South.

Updated: 01/31/2020

Values Statement

During a staff retreat and later discussions we agreed to prioritize three values that should infuse our collective work: trust; diversity, equity, and inclusion (DEI); and innovation. In some cases, these values are immediately actionable; in other cases, they are aspirational.

Trust: To share in a sense of reliability, assurance, hope, confidence, accountability, communication, and teamwork among and between colleagues, departments, authors, and stakeholders.

Diversity, Equity, and Inclusion (DEI): A commitment to recognize the value of racial, gender, and neuro differences among staff, the Press Committee, authors, peer reviewers, freelancers, and vendors, and incorporate a diversity of perspectives not only in the books we publish but also in all aspects of the publishing process.

Innovation: Consistently improve in all aspects of the organization: culture, process, and

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Executive Summary

products.

Updated: 01/31/2020



Goals - Looking Back

No goals have been entered for this section.

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - Meet FY22 Budget

Goal Statement	All activities at the press ultimately contribute to achieving our budgeted net income, aka bottom line, and reaching or exceeding our sales and revenue projections. We will reproject revenues and expenses after the second quarter.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	Our mission and vision and values are predicated on achieving long-term financial sustainability.
Status	Progressing as expected (single year goal)
Action Plan	<p>Administration</p> <ul style="list-style-type: none"> • Create and review monthly financials and ensure progress on budget; adjust spending when needed • Aggressively pursue subsidiary rights deals, viz., audiobooks, that contribute to revenue and increase the reach of our books • Contact previous individual donors to Friends of University Press fund; appeal for donations <p>Acquisitions</p> <ul style="list-style-type: none"> • Continue launching books in accord with style standards • Complete Spring 2022 publishing season • Comb backlist for potential ebook conversions; launch them in Spring 2022 and Fall 2022 <p>Editorial/Design/Production</p>

Goals - Real Time

	<ol style="list-style-type: none"> 1. Remain within budget, keep schedules, maintain high quality 2. Continue to convert backlist titles to ebooks, adding new platforms when appropriate 3. Explore and price Amazon's POD option: Kindle Direct Publishing 4. Expand pool of digital printers to counter disruptions in paper, printing, and shipping industries 5. Continue to build editorial freelance pool for copyediting and proofreading 6. Explore and utilize new online digital platforms <p>Marketing and Sales and Publicity</p> <ul style="list-style-type: none"> • Increase discoverability and potential sales of our books: provide robust metadata of frontlist titles (on Edelweiss and other key vendors) and clean up incomplete metadata on backlist titles • Schedule author events • Develop targeted digital and social media advertising • Target promotions for indie and South Carolina bookstores • Work with Acquisitions Department to determine appropriate outreach to professors regarding potential course adoptions • Develop creative and regular website sales • Continue to grow email lists
Achievements	After two months of the fiscal year, sales are 10.4% ahead of budget.
Resources Utilized	<ol style="list-style-type: none"> 1. Departmental staff 2. Departmental budgets 3. Acquisitions Committee 4. Press Committee 5. Third-party vendors and partners (viz., BMG, Yewno, SHMP, ACLS) 6. UofSC Office of Diversity, Equity, and Inclusion 7. UofSC Development Office
Goal Continuation	Ongoing. We will periodically assess progress and make midcourse corrections when necessary.
Goal Upcoming Plans	
Resources Needed	Press budget
Goal Notes	See action plan above

Goals - Real Time

Goal 2 - Continue executing departmental plans as expressed and documented in the press's strategic plan.

Goal Statement	<p>Based on a strategic planning process in Fall 2019 and Winter 2020 we created a series of departmental goals, each including action items, responsibilities, and milestones. We will continue to monitor progress on action plans and make midcourse corrections and/or additions as necessary.</p>
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	<p>Our departmental action plans (see below) emerged from and align with the mission and vision we established during our strategic planning process. These plans are organic and evolve, based on priorities and discussions among staff.</p>
Status	<p>Progressing as expected (single year goal)</p>
Action Plan	<p>Acquisitions:</p> <ul style="list-style-type: none"> • Increase rate of signing contracts, including books for classroom adoption, to launch and publish more books • Use more data to make publishing decisions, viz., comparable sales, industry data, contacts with publishing peers, when available • Create a guide to the publishing process for potential authors <p>Administration:</p> <ul style="list-style-type: none"> • Increase and promote opportunities for professional development and staff learning • Discuss career status and potential advancement with each staff member • Communicate more strategically and frequently with authors • Remain in close contact with key University departments, faculty, administration, staff; always seek new contacts, new relationships

Goals - Real Time

	<ul style="list-style-type: none"> • Continue UofSC Press Book Club • Meet with department heads to read and discuss management literature with the aim of organizational improvements <p>Digital:</p> <ul style="list-style-type: none"> • Continue to explore and work with new digital platforms, including open access initiatives, that will cover costs and expand visibility of monographs • Continue backlist ebook conversions in discussion with marketing and sales, acquisitions, director • Establish biannual check-ins to discuss pricing and business models with major ebook aggregators: Muse, JSTOR, ProQuest, EBSCO, VitalSource, et al. <p>Editorial/Design/Production:</p> <ul style="list-style-type: none"> • Conduct sensitivity reads for potential reprints; include disclaimers when appropriate, edit content when appropriate • Create bias-free resource guide • Require authors to respond to proofs on pdfs, not paper • Set higher threshold for reprints to avoid chokepoints in production <p>Marketing and Sales and Publicity:</p> <ul style="list-style-type: none"> • Create marketing plans for each season, with an emphasis on trade titles, integrating author events, social media, and exhibits • Schedule check-in meetings with key print wholesalers and retailers • Schedule check-in meetings and potential visits with key accounts in South Carolina • Continue building mailing lists in each subject area • Continue refining marketing questionnaire for authors • Engage and encourage authors to be active and enthusiastic participants in the marketing process • Initiate and execute branding strategy • At department meetings, analyze what works and what should be discontinued
Achievements	We are making progress on all these activities.
Resources Utilized	<ul style="list-style-type: none"> • All departments, all staff, student interns • Departmental budgets • Acquisitions Committee • Press Committee • Third-party vendors
Goal Continuation	Departmental goals are ongoing. We will periodically assess progress and make additions and midcourse corrections when

Goals - Real Time

	necessary.
Goal Upcoming Plans	
Resources Needed	Press budget
Goal Notes	See action plans above

Goals - Real Time

Goal 3 - Make informed publishing decisions that will result in contracting approximately thirty-five (35) new book projects that fit our editorial profile and that meet or exceed sales targets as defined in our financial estimate form. Launch approximately the same number of book projects.

<p>Goal Statement</p>	<p>The Acquisitions Committee will make informed decisions, backed by data, about which book projects to pursue (followed by Press Committee approval). The Acquisitions Department has an aggressive contract goal in order to replenish the publishing pipeline. In each subject area we will contract a mix of popular (aka trade) and scholarly and classroom adoption books, with an emphasis on collaborating with the University whenever possible. Projects that do not have strong sales potential and cannot meet sales targets through the market must be accompanied by an outside subvention or bulk purchase to ensure financial sustainability.</p>
<p>Linkage to University Goal</p>	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
<p>Alignment with Mission, Vision, and Values</p>	<p>Meeting this goal is necessary to achieve our mission, vision, and values.</p>
<p>Status</p>	<p>Progressing as expected (single year goal)</p>
<p>Action Plan</p>	<p>The Acquisitions Department has multiple projects in peer review with the expectation of presenting those that pass peer review to the Acquisitions Committee and the Press Committee (which approves all projects). We also instituted a more aggressive policy on offering advance contracts to authors, based on sales projections and discussion within the Acquisitions Committee (but not based on initial peer reviews, which can be a sluggish process) to make us more competitive with our peers.</p>
<p>Achievements</p>	<p>We currently have 15 projects out for peer review and 7 projects in the midst of contract negotiation.</p>

Goals - Real Time

Resources Utilized	<ul style="list-style-type: none">• Acquisitions Department• EDP• Acquisitions Committee• Press Committee• Office of General Counsel• Press budget (for potential advances against royalties for authors)
Goal Continuation	Contract goals are ongoing; the director and the acquisitions editors periodically assess progress.
Goal Upcoming Plans	See action plan above
Resources Needed	Press budget (for potential advances against royalties for authors)
Goal Notes	See action plan above

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Finish FY23-25 with a breakeven or better Net Income

Goal Statement	All action plans must contribute in some way to the long-term financial sustainability of the Press; that is, we must operate within the parameters of annual budgets and spend no more than the total amount of revenues and the University allocation.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	This goal aligns with our mission, vision, and values, and it reflects our priority of financial transparency among the staff and with the Office of the Provost and the Budget Office.
Status	Progressing as expected (multi-year goal)
Action Plan	<ul style="list-style-type: none"> • Contract and publish appropriate content, in print and digital format, that meets or exceeds financial targets • Increase sales annually • Continue exploring new sales channels and accounts • Continue increasing subsidiary rights income (permissions, audiobooks, etc.) • Explore fundraising with Office of Development, Fall 2022; contact recent donors
Achievements	We are monitoring monthly progress on our FY22 budget. Through two months of the fiscal year our sales are well ahead of budget.
Resources Utilized	<ul style="list-style-type: none"> • All departments, all staff, student interns • Parent institution support • Press budget
Goal Continuation	Ongoing

Goals - Looking Ahead

Goal Upcoming Plans	In late January 2022 we will reproject FY22 revenues and expenses; in Spring 2022 we will project FY23 budget.
Resources Needed	University allocation. Our allocation has been reduced each of the past three years, dropping 35% from FY20 to FY21 in raw dollars. We request that the Provost's Office not reduce our allocation further in the future; doing so will imperil long-term financial sustainability and overall success.
Goal Notes	

Goals - Looking Ahead

Goal 2 - Continue to develop financially viable and strategic publishing partnerships with university programs and departments and cultural and educational institutions across the state.

<p>Goal Statement</p>	<p>In serving the University and the state of South Carolina, the Press publishes compelling stories that inspire conversations. Engaging in strategic and financially sustainable publishing partnerships further integrates the Press into the research and outreach mission of the University and enhances our impact on teachers and learners. Publications supported by active, prominent stakeholders within the University and state aim to a) increase the visibility of the Press and the University, b) serve the state, and c) result in financially viable publications.</p>
<p>Linkage to University Goal</p>	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
<p>Alignment with Mission, Vision, and Values</p>	<p>This initiative emerged from and aligns with the mission, vision, and values we created during our strategic planning process in Fall 2019 and Winter 2020 and later staff discussions.</p>
<p>Status</p>	<p>Progressing as expected (multi-year goal)</p>
<p>Action Plan</p>	<p>The Acquisitions Department will continue to seek out candidates for publishing partnerships within the University and across the state. Collaborators will include:</p> <ul style="list-style-type: none"> • UofSC’s Office of Diversity, Equity, and Inclusion • Institute of Southern Studies • University 101 • School of Education • Arnold School of Public Health • International African American Museum • South Carolina Wildlife Foundation • South Carolina historical and cultural institutions (The South Carolina Historical Society, Brookgreen Gardens, the Charleston Museum, The Historic Charleston Foundation and Charleston

Goals - Looking Ahead

	Preservation Society, Historic Columbia, Jewish Historical Society of South Carolina)
Achievements	The Press is currently working with several of these publishing partners—Office of Diversity, Equity, and Inclusion; University 101; Charleston Museum; Brookgreen Gardens; Historic Columbia—and we will continue to expand the list of potential partners in the months and years ahead.
Resources Utilized	<ul style="list-style-type: none">• All departments, all staff, student interns• Press Committee
Goal Continuation	Ongoing; we will periodically assess progress and make midcourse corrections when necessary.
Goal Upcoming Plans	See action plans above
Resources Needed	University allocation
Goal Notes	

Goals - Looking Ahead

Goal 3 - Publish forty to forty-five (40-45) books annually that fit our editorial profile; represent a mix of trade, scholarly, and classroom adoption titles; and meet or exceed financial targets.

Goal Statement	The Acquisitions Department has an aggressive contract goal to increase the number of books (40-45) published. Projects that do not have strong sales potential must be accompanied by an outside subvention or bulk purchase to ensure revenue targets.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	This goal aligns with our mission, vision, and values. These books will tell compelling stories and contribute knowledge to the university, the academy, and the state.
Status	Progressing as expected (multi-year goal)
Action Plan	The Acquisitions Department has multiple projects in peer review with the expectation of presenting multiple projects to our Acquisitions Committee and the Press Committee (which approves all projects) on a steady and consistent basis. During the past year the Press adopted a more aggressive policy to offer advance contracts to authors, given the competitive landscape, which has helped to lock down projects more quickly and will, over time, increase the annual number of books published.
Achievements	During the past six months the Press has increased its rate of contracted projects; we currently have fifteen (15) projects out for peer review and seven (7) projects in the midst of contract negotiation.
Resources Utilized	<ul style="list-style-type: none"> • Acquisitions Department • EDP • Acquisitions Committee • Press Committee • Office of General Counsel • Press budget (for potential advances against royalties for authors)

Goals - Looking Ahead

Goal Continuation	Contract goals are ongoing. The Acquisitions Department and Acquisitions Committee will periodically assess progress.
Goal Upcoming Plans	See action plan above
Resources Needed	University allocation
Goal Notes	See action plan above

Goals - Looking Ahead

Goal 4 - Continue to improve organizational culture and professional development and growth to reflect core values of trust, DEI, and innovation and to achieve long-term financial sustainability

<p>Goal Statement</p>	<p>In improving its organizational culture and professional development and growth opportunities, the Press is committed to:</p> <ul style="list-style-type: none"> • Clear communication and expectations regarding job duties and responsibilities • Accountability for performance, with regular and constructive feedback provided • Financial transparency, internally and with the Office of the Provost • Professional development, ongoing learning, and cross-training for all staff members • One-on-one discussions between supervisors and staff members regarding career trajectory and expectations • One-on-one discussions between the director and all staff members <p>Through all of these activities the Press aims to be a model for UofSC departments and university presses—we strive to be an organization in which all staff members have input, are valued and respected, and are responsible for our success.</p>
<p>Linkage to University Goal</p>	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
<p>Alignment with Mission, Vision, and Values</p>	<p>This goal aligns with our mission, vision, and values, and reflects and the kind of organization we strive to be.</p>
<p>Status</p>	<p>Progressing as expected (multi-year goal)</p>
<p>Action Plan</p>	<ul style="list-style-type: none"> • Administration:

Goals - Looking Ahead

	<ul style="list-style-type: none"> ◦ Require professional development for all employees: explore opportunities, create a plan, permit time during the workday, provide modest funding as required ◦ Ensure alignment of activities with mission, vision, values, and strategic plans ◦ Commit to diversity, equity, inclusion in all aspects of the publishing process. ◦ Respect boundaries between work and home life: determine reasonable, humane workloads; offer remote work opportunities when appropriate ◦ Schedule regular check-ins with staff members, providing regular and constructive feedback <ul style="list-style-type: none"> • Information sharing with staff <ul style="list-style-type: none"> ◦ Regularly scheduled staff meetings ◦ Production meetings ◦ Book launches ◦ List closings meetings ◦ Monthly financials and sales data ◦ Strategic planning updates-midcourse corrections ◦ Fiscal year-end Press retreat • Ongoing education <ul style="list-style-type: none"> ◦ Professional development (see above) ◦ Cross-training when appropriate and feasible ◦ Student internship program ◦ Continue to pursue Diversity in Publishing Fellowship program ◦ UofSC Press Book Club ◦ Department heads' discussion of management literature
Achievements	Ongoing
Resources Utilized	<ul style="list-style-type: none"> • All departments, all staff, student interns • Press budget
Goal Continuation	Ongoing
Goal Upcoming Plans	Ongoing
Resources Needed	University allocation
Goal Notes	

Programs or Initiatives

Effective Programs or Initiatives

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

The Press's programs and initiatives ultimately contribute to one goal: to ensure long-term financial sustainability.

Our most effective program toward the fulfillment of our mission is publishing books in our core subject areas that a) have a defined readership we can reach and b) meet or exceed financial targets. Historically, we've had particular success with books on a) Southern History and b) South Carolina—its history, people, places, and culture. During the past year, top revenue generators were a cookbook by a well-connected South Carolina lobbyist and raconteur; a book for young readers about Robert Smalls, an enslaved African American who escaped South Carolina and became a Civil War hero; and a rigorously researched analysis of the unjust execution of a 14-year-old African American boy in South Carolina. Each of these books netted over \$20,000—a solid number for first-year sales.

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 Launches: The Past Year

- *New website:* Late last fall we launched a new website (uscpress.com). The aim was to improve customer interface and back-end functionality, and ultimately Press visibility and sales. The new website allows us to a) sell books from our website, using our distributor's shopping cart; and b) collect customer data and analytics. The new site has a modern, device-responsive design; enhanced search-engine optimization; and is updated directly from our book database, which has significantly reduces the amount of time staff spends on updates. The new website also serves as an author recruitment tool and allows Press staff to post content such as author interviews. We've announced multiple special sales on our website, with good results.
- *New book series:* During the past year we've launched two new scholarly book series: Movement Rhetoric/Rhetoric's Movements, which includes UofSC English Professor Pat Gehrke on its advisory board; and Cultures of Resistance, coedited by UofSC's Qiana Whitted, professor of English and African American Studies.
- *Subsidiary rights:* During the past year we ramped up activities around our subsidiary rights program to increase revenue.
 - *Permissions:* We increased our prices for permissions with the Copyright Clearance Center, which was partly responsible for achieving our highest permissions revenue during the past five years.
 - *Audiobooks:* We are presenting several trade books to audiobook vendors each season and are in discussion with several other audiobook vendors (including those with AI capability).
- *Classroom adoptions:* We worked with a marketing firm, the Brian Murphy Group (BMG), to have access to their database of professors. We now have a better sense of who is teaching what courses, which will help our acquisitions and marketing and sales efforts.

Programs or Initiatives

- *Mailing lists:* We added new subscribers, and we continue sending email blasts to announce new books and website sales.
- *Metadata cleanup:* To make our books more discoverable, we added book descriptions, keywords, and subject codes to hundreds of backlist titles.
- *Ebook conversions:* We systematically convert backlist print books to ebook format to increase sales and visibility.
- *Social media campaigns:* We use the social-media sites Facebook, Instagram, and Twitter to promote our authors, their books, and publicity events. We have also grown the number of partnerships and collaborations with bookstores and cultural institutions to sell and promote our books.

Program Launches: Next Nine Months

- *Increase discoverability of our books:* We are working with an artificial intelligence vendor, Yewno, to identify keyword lists for roughly 650 books. We will spend \$3,000, which is in our marketing and sales department budget.
- *Engage data-driven marketing strategies* that analyze and assess analytics from our website to inform publishing and marketing decisions. No additional expense.
- *Increase ebook sales:* We are negotiating a contract with Open Road, a marketing company that helps publishers sell ebooks. We are also in discussion with marketing companies who offer ebook storefronts for the sale of our ebooks from our website (see below). No additional expense.
- *Plan and execute digital marketing plans,* involving trackable digital advertising. Viz., promote three or four of our trade books with Amazon A+ Content. These expenses are lodged in our marketing and sales department budget.
- *Make books more easily accessible from Amazon:* Explore print-on-demand publishing with Amazon's subsidiary, Kindle Direct Publishing (formerly CreateSpace). No additional expense.
- *Explore fundraising:* We have met with a representative from the Office of Development, and this month we will discuss how we might become a recipient in Giving Tuesday. In addition, we will reach out to individuals who have donated to the Press in the past and ask them to consider donating again. No additional expense.

Program Terminations

List any programs that were newly terminated or discontinued during the Academic Year. Provide justification as to why the program was discontinued.

- We did not renew our contract with BMG (see above). We did not see any appreciable uptick in sales of books we submitted into that program, and given other priorities, we decided to reallocate those marketing dollars. We may return to this program if we have appropriate classroom adoption books in future seasons.
- We stopped selling ebooks on our website from a vendor, Sheridan, due to inadequate return on investment. As mentioned above, we are in discussion with vendors who could offer a digital storefront for ebook sales from our website.

Program Rankings

List any nationally ranked or external recognition during the Academic Year. For each, provide

Programs or Initiatives

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.
N/A

Initiatives and Fees

Initiatives

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

N/A

Fees

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

During the past year, and moving forward, the press will ask organizations and/or individuals to provide subventions and/make bulk purchases for those books that cannot reach their financial targets by the market alone.

Community Engagement

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.

The mission of the University of South Carolina Press mirrors that of the University of South Carolina: the education of the state's citizens through teaching, research, creative activity, and community engagement. Our books highlight South Carolina's rich culture, deep history, and diverse people; our books are for scholars, teachers, researchers, students, librarians, and also for a broad audience of readers eager to learn, grow, and discuss the new ideas our authors present.

Reviews of our books:

In the scholarly community: Since January our books have been reviewed in academic journals, including *Journal of Southern History*, *Journal of African American History*, *South Carolina Historical Magazine*, *Rhetoric Society Quarterly*, *Rhetoric & Public Affairs*, *Political Science Quarterly*, *Choice*, *The Public Historian*, *South Carolina Libraries*, *Northern Mariner*, and *The Louisiana Review*.

In the book industry: Since January our books have been reviewed in book industry publications, including *Kirkus*, *Choice*, *Booklist*, *Forward*, and *Southeastern Librarian*.

In community conversations at the national, regional, state, and local level: Our books about South Carolina prompt conversations in across the state and beyond. South Carolina titles that received significant attention in late 2020 and through mid-2021 were *The South Carolina State House Grounds* by Lydia Brandt (UofSC associate professor of art history), a chronological history of the state's grandest public space; *Gullah Spirituals* by Eric Crawford about the historic and ongoing influence of Gullah Geechee song; *The Child in the Electric Chair* by Eli Faber, about the 1944 tragic execution of 14 year old George Junius Stinney Jr.; *Sharks in the Shallows* by Clay Creswell, about sharks off the Carolina coast; and *Stories of Struggle: The Clash over Civil Rights in South Carolina* by Claudia Smith Brinson, about race relations and the long fight for equality in our home state. These books, and others, about South Carolina, by South Carolina authors (except for the author of *The Child in the Electric Chair*), stimulate meaningful discussions about our state's history, people, politics, natural environment, and culture.

Three forthcoming titles about South Carolina garnering significant attention are *Taste the State: South Carolina's Signature Foods, Recipes, and Their Stories* by Kevin Mitchell and David Shields (UofSC Carolina Distinguished Professor of the English Language and Literature Department), about South Carolina's singularly rich culinary history; *Gullah Spirit*, new paintings by the heralded artist Jonathan Green; and *Brookgreen Gardens*, a pictorial guide to South Carolina's iconic cultural landmark.

Our books raise the public profile and reputation of the University of South Carolina Press by generating positive news coverage and reviews. Since January our books and authors have been featured, interviewed, and quoted in national **print** news media outlets, including the *Washington Post* and *Forbes*; in national lifestyle publications, including *Local Palate* and *Garden & Gun*; in South Carolina news and lifestyle outlets, including *The State* (in October

Community Engagement

2020 for four consecutive days excerpts from *Stories of Struggle* were on the front page), *Post & Courier*, *Charleston Magazine*, *Charleston City Paper*, *Greenville News*, *Lowcountry Weekly*, *Columbia Star*, and *Cola Daily*. Our authors are regularly featured on South Carolina public **radio's** "Walter Edgar's Journal" and on **podcasts** including the South Carolina State Library's podcast "Library Voices," the academic "New Book News" network, and "the Lede." **Online** coverage includes *Foreword Reviews*. **Television coverage** includes SCETV's "Palmetto Perspectives," "This Week in South Carolina," and "Down by the River."

Author events:

Our authors bring knowledge and expertise to communities around the state when they visit libraries, bookstores, community groups, and academic institutions to talk about their books. We extend the University of South Carolina's effort to engage community and outreach by publishing books of interest to local communities and a broader regional readership. Our authors are liaisons for the Press and the University in diverse communities that may otherwise be difficult to reach.

Beginning in October 2021, the authors of *Taste the State*, Kevin Mitchell and David Shields, will embark on a statewide book tour that includes ticketed dinners in Charleston (Middleton Place, sponsored by the SC Department of Agriculture), Columbia (Femme X and City Roots), and Beech Island (Redcliffe Plantation); ticketed lunches in Greenville (Fiction Addiction) and Litchfield (Litchfield Books); and signings at gift and bookstores across South Carolina. With fifteen planned events and more being added weekly, we anticipate *Taste the State* will be our most visible title for fall 2021.

In late November and early December, Jonathan Green will celebrate the publication of his new, long-awaited book, *Gullah Spirit*, at three marquee-ticketed events at high-profile cultural institutions: The Morris Museum (Augusta), Gibbes Museum of Art (Charleston), and Koger Center (Columbia).

Our most visible title this calendar year has been *The Cheese Biscuit Queen Tells All* by Mary Martha Greene, who drew crowds of more than 100 guests for events in Columbia (701 Whaley, co-sponsored by MIRCI) and Beaufort (Beaufort Center for the Arts); more than 60 guests for events in Pawley's Island (Litchfield Books) and Greenville (Fiction Addiction bookstore); and who visited numerous bookstores (including Books on Broad in Camden and Nevermore Books in Beaufort), gift shops, and book clubs across North and South Carolina. Future events include an authors' weekend in Highlands, North Carolina.

In August 2021 we traveled with First Lady of UofSC Patricia Moore-Pastides to support her cookbooks, *Greek Revival* and *Greek Revival from the Garden*, and her book about the historic UofSC Presidents House, *At Home in the Heart of the Horseshoe*, to Charleston for a signing at Buxton Books and an alumni event with the UofSC Alumni Charleston chapter; to Charlotte, North Carolina, for an alumni event and welcome-freshmen event with the UofSC Alumni Charlotte chapter; and to Florence for an alumni event with the UofSC Florence chapter. Future events will be held on UofSC campus and in the community.

In response to the global pandemic, between March 2020 and April 2021, our author events were virtual. Virtual events give us the opportunity to bring in larger, more diverse communities. We hosted several Facebook live events; we organized a virtual panel for the Organization of American Historians Annual meeting; and we established relationships for long-

Community Engagement

term virtual events with partners including the Lexington County Public Library, Drayton Hall, and Middleton Place. Virtual event highlights include the following:

- Panel celebrating the new edition of *Stage Money* and the future of theater with the Koger Center, Broadway in Columbia, Harbison Theatre at Midlands Technical College, and the Township Auditorium. 75 live views; 1,500 views to-date.
- 10+ events for *Stories of Struggle* featuring author and longtime Columbia journalist and UofSC instructor Claudia Smith Brinson “in conversation” with civil rights leaders, authors, and activists hosted by Historic Columbia, South Carolina Women in Leadership, independent bookstores across South Carolina, the Pat Conroy Literary Center, the Lexington County Library, the Upcountry History Museum, the Center for Civil Rights at the UofSC, and Historic Rock Hill, among others.
- 10+ events for *The Southern Wildlife Watcher* featuring author Rob Simbeck “in conversation” with New York Times best-selling authors, hosted by the South Carolina State Library, independent bookstores across the southeast, and the Southern Festival of Books, among others.
- Series of virtual cooking classes with Patricia Moore-Pastides and Gamecocks Alumni Groups across the United States (including Columbia and New York City) and United Way of the Midlands; most events have more than 200 virtual attendees.

Engaging our core community—the University of South Carolina—remains a priority. Our books are regularly featured in *Carolinian* magazine, *The Daily Gamecock*, and on the “Remembering the Days” podcast. Frequent partners for events include Thomas Cooper Library, South Caroliniana Library, Koger Center, Center for Civil Rights History and Research, and UofSC Alumni groups. In February 2022 we will collaborate with the African American Studies program, the Black Alumni Council, and the Office of Diversity, Equity, and Inclusion to celebrate our book, *Invisible No More: The African American Experience at the University of South Carolina* as part of celebrations for Martin Luther King, Jr. Day. This fall Professor Christian Anderson of the School of Education is using the book, pre-publication, in his class on race in the academy.

Staff member meetings with scholars and students and others:

Press staff act as local experts for faculty, administrators, and students, providing guidance on intellectual property, scholarly communication, and the publishing process.

- Ehren Foley presented “Dissertation to Book” in collaboration with the University Libraries in mid-September 2020 and will present again in September 2021.
- MacKenzie Collier and Aurora Bell were guest speakers in the College of Information and Communications.
- Richard Brown was a guest speaker for the Honors College publishing class. Brown is also a board member of South Carolina Humanities, which has provided grants to numerous UofSC professors and programs.

Awards won:

Lowcountry at High Tide: A History of Flooding, Drainage, and Reclamation in Charleston, South Carolina by Christina Rae Butler was a finalist for the 2020 South Carolina Historical Society’s George C. Rogers Jr. Award for the best book of South Carolina history; *Diagnosing Madness: The Discursive Construction of the Psychiatric Patient, 1850-1920* by Christina Hanganu-Bresch and Carol Berkenkotter was named a Choice 2020 Outstanding Academic

Community Engagement

Title; and *One Good Mama Bone: A Novel* by Bren McClain was awarded the 2021 Prix Maya Award for Best Animal Novel.

Academic conferences:

In a normal, non-pandemic year the Press attends approximately thirteen academic conferences, during which we sell books, offer exam copies, and engage and recruit authors; during COVID we attended several conferences virtually in some capacity hosted by the Southern Historical Association, the Organization of American Historians, the Association for the Study of African American Life and History, the South Atlantic Modern Language Association, the South Atlantic Modern Language Association, Carolina Lowcountry and the Atlantic World, and the Rhetoric Society of America.

Social media:

We frequently engage with readers and scholars on Facebook (3,113 followers—up 19% from this time last year); Twitter (2,764 followers—up 12%); and Instagram (791 followers—up 34%).

Our books engage readers in our UofSC community; in South Carolina; in the southeast; and across the nation, and help fulfill the University's mission of disseminating knowledge, enriching our cultural landscape, and enhancing our collective quality of life.

Supplemental Info - Community Engagement

Any additional information on Community Engagement appears as 'Appendix 1. Community Engagement' (bottom).

Collaborations

Internal Collaborations

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

Pivotal to our operations is input from our Press Committee, made up of professors and administrators from UofSC, which approves all publishing decisions and advises the Press on strategy and operations. The current chair is Mark Smith, director of the Institute for Southern Studies. Our Press Committee members are Cynthia Davis (English Language and Literature), Walter Edgar (History, Emeritus), Christy Friend (English Language and Literature), Pat Gehrke (English Language and Literature), Val Littlefield (History; Director, Office of Community Engagement and Service), Allen Miller (Department of Languages, Literatures, and Cultures), J. Brent Morris (USC Beaufort, Humanities), Tara F. Powell (English Language and Literature), Kimberly Simmons (Department of Anthropology & African American Studies; Interim Director, Institute for African American Research), Patricia Sullivan (Department of History), and Michael Weisenburg (University Libraries). Tom McNally (ex-officio, Dean, University Libraries) also serves on the Press Committee.

Several of our book series benefit from the involvement of mentors and series editors from within the UofSC system:

- Reconstruction Reconsidered is coedited by Brent Morris (UofSC Beaufort).
- Cultures of Resistance is coedited by Qiana Whitted, (English and African American Studies, UofSC Columbia). Bobby Donaldson (History and Director of the Center for Civil Rights History and Research) and Kimberly Simmons (Anthropology and African American Studies), (both of both of UofSC Columbia), aided in the development of the series.
- Movement Rhetoric/Rhetoric's Movements series advisory board includes Pat Gehrke (English, UofSC Columbia); the series was conceived and developed with the aid of Erik Doxtader (English, UofSC Columbia).

Several of our recent and forthcoming titles were written or edited by authors within the UofSC system:

- David Shields (English, UofSC Columbia), *Taste the State*
- Valinda Littlefield (History, UofSC Columbia), editor of *101 Women Who Shaped South Carolina*
- Walter Edgar (Neuffer Professor of Southern Studies Emeritus and Distinguished Professor Emeritus of History, UofSC Columbia) and J. Brent Morris (History, UofSC Beaufort), editors of *A South Carolina Chronology*
- Lacy Ford (History, UofSC Columbia), *Empowering Communities: How Electric Cooperatives Transformed Rural South Carolina*
- Lydia Mattice Brandt (Art History, UofSC Columbia), *The South Carolina State House Grounds*
- Stephen H. Lowe (History, UofSC Union; UofSC Palmetto College), *The Slow Undoing: The Federal Courts and the Long Struggle for Civil Rights in South Carolina*

Forthcoming in December 2021, *Invisible No More* details the long and complex history of people of African descent at the UofSC. Essays in the book are written largely by UofSC alumni and faculty; notably, a foreword is provided by Valinda W. Littlefield (History and African

Collaborations

American Studies) while Henrie Monteith Treadwell (one of the first three African American students to attend the University in the twentieth century) provides an afterword. This book represents a collaboration between the UofSC Press, African American Studies, and the Office of Diversity, Equity, and Inclusion; an event on Martin Luther King Jr. Day, January 17, 2022, will also include the UofSC Black Alumni Council.

Forthcoming in Spring 2022 *University of South Carolina in Focus*, edited by UofSC's Chris Horn, will be a beautifully designed book celebrating the UofSC and its pillars of academic and research excellence and superior student experience. The book will highlight the academic and social vibrancy of the University and beauty of its campus in more than 75 color photographs.

Forthcoming in Fall 2022 *University 101*, about the first-year experience at the University of South Carolina, edited by UofSC's Daniel Friedman, Tracy L. Skipper, and Catherine S. Greene, will highlight the influence of the UofSC's nationally recognized program.

In Fall 2021 we began a partnership with the Center for Integrative and Experiential Learning to extend learning for UofSC students beyond the classroom via our internship program. Through this partnership, we have formalized and professionalized our student intern program, ensuring that we connect students' academic work to "real life" experience - in a famously opaque industry, book publishing.

We cooperate with University Libraries in several ways:

- Multiple author events at Thomas Cooper Library
- Cobranded events that serve the UofSC community, including presentation on journal and book publishing
- Collaboration with *South Carolina Libraries*, a peer-reviewed open access library science journal for South Carolina published through UofSC's institutional repository, Scholar Commons
- Collaboration with Amie Freeman at Thomas Cooper, who helped us create a site for UofSC Press open access books on Scholar Commons

We work with Cockey's Reading Express on resources, publishing expertise, and books for distribution.

We work with UofSC Alumni on author events and materials for University print and digital publications.

We work with the Koger Center on events, viz., this fall we will cohost a book launch for South Carolina Gullah artist Jonathan Green

External Collaborations

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

We have a high number of external collaborations, and below are a few highlights:

Francis Marion University (FMU): We will begin publishing a monograph series, *Carolina*

Collaborations

Currents: Studies in South Carolina Culture, in FY23. FMU will provide a subvention for each volume. One of the advisory board members of the series is Mark Smith (History, UofSC Columbia).

Hopkins Fulfillment Service (HFS) is responsible for distribution of our books (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 allowing us to 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.

Brunswick Books warehouses our books in Canada through a cooperative relationship with HFS.

Columbia University Sales Consortium, a group of traveling sales representatives with Columbia University Press, sells our books in the United States and Canada. We sell ebooks on roughly 50 platforms, including retailers like Amazon Kindle and Barnes & Noble and aggregators such as JSTOR, Project MUSE, ProQuest, and EBSCO.

Audiobook publishers: In the past year and a half we have contracted with audio publishers to produce audio editions of *Live at Jackson Station* and *White Lawyer, Black Power*. We are now finalizing a contract for *Hosea Williams: A Lifetime of Defiance and Protest*.

Foreign publishers: In the past few years we have contracted with foreign publishers on a Spanish-language translation of *Protagoras & Logos* and an Arabic translation and a Chinese translation of *The Sons of Maxwell Perkins*.

The Brian Murphy Group provides a database of instructors and course materials—information we utilize for marketing, promotion, and sales (course adoptions).

Yewno is a service that provides keywords that improve our books' keywords and metadata, thus enhancing discoverability.

Ingram CoreSource is a vendor that disseminates our ebook and print metadata (information about our books such as title, author, price, page count, etc.) worldwide, has handled our ebook conversions for nine years, and is the conduit by which our ebooks get distributed to a variety of platforms. Starting in October, we will work directly with Lumina Datamatics for ebook conversions.

Lightning Source, another subsidiary of Ingram, is our primary vendor for print on demand books, though we also use Maple Vale and others.

Edelweiss provides an online digital catalog with marketing tools where booksellers can place orders.

Independent bookstores, public and academic libraries, and historical and community organizations throughout the state, including several in the Lowcountry, Midlands, and Grand Strand area, host author events and cross-promote books and authors.

Collaborations

Dozens of printing companies in North America and Asia manufacture books for us.

Campus Climate and Inclusion

Campus Climate and Inclusion

Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion. We embrace diversity, inclusion, and equity by publishing books by a wide range of authors and subjects that educate, inspire, and enlighten. Specifically, we are engaged in the following activities:

1. Publishing books about South Carolina, civil rights, African American studies, race, gender, and LGBTQIA+ issues: Books that accomplish this important mission of inclusivity include forthcoming titles *Enduring Shame: A Recent History of Unwed Pregnancy and Righteous Reproduction* by Heather Brooks Adams; *Understanding Alice Walker* by Thadious M. Davis; *Child: A Memoir* by Judy Goldman; *Gullah Spirit: The Art of Jonathan Green* by Jonathan Green; *Invisible No More: The African American Experience at the University of South Carolina* edited by Robert Greene II and Tyler D. Parry (see below for more details); *Citizenship on Catfish Row: Race and Nation in American Popular Entertainment* by Geoffrey Harpham; *The Tao of S: America's Chinees and the Chinese Century in Literature and Film* by Sheng-mei Ma; *Beatrice's Ledger: Coming of Age in the Jim Crow South* by Ruth R. Martin; *The Words and Wares of David Drake: The Life and Works of Enslaved African American Potter, Dave* edited by Jane Przybysz of the McKissick Museum and Jill Beute Koverman; *Hosea Williams: A Lifetime of Defiance and Protest* by Rolundus R. Rice; *Row Upon Row: Sea Grass Baskets in the South Carolina Lowcountry* by Dale Rosengarten and the McKissick Museum; *Fugitive Movements: Commemorating the Denmark Vesey Affair and Black Radical Antislavery in the Atlantic World* edited by James O'Neil Spady; and *Struggling to Learn: An Intimate History of School Desegregation in South Carolina* by June Manning Thomas.

Recently published books include *In the Service of God and Humanity: Conscience, Reason, and the Mind of Martin R. Delaney* by Tunde Adeleke (this title also included an open access ebook, published in collaboration with the Sustainable History Monograph Pilot and now posted on Thomas Cooper Library's Scholar Commons site); *Gullah Spirituals: The Sound of Freedom and Protest in the South Carolina Sea Islands* by Eric Sean Crawford; *Child in the Electric Chair: The Execution of George Junius Stinney Jr. and the Making of a Tragedy in the American South* by Eli Faber; *Monumental Harm: Reckoning with Jim Crow Era Confederate Monuments* by Roger C. Hartley; *The Slow Undoing: The Federal Courts and the Long Struggle for Civil Rights in South Carolina* by Stephen H. Lowe (UofSC Upstate); *Understanding Colson Whitehead* by Derek C. Maus; *Brothers of Coweta: Kinship, Empire, and Revolution in the Eighteenth-Century Muscogee World* by Bryan C. Rindfleisch; and *Challenging History: Race, Equity, and the Practice of Public History* edited by Leah Worthington, Rachel Clare Donaldson, and John W. White.

2. Launching new book series

- In history/African American studies, *Reconstruction Reconsidered*, edited by Hilary N. Green (University of Alabama) and Brent Morris (UofSC Beaufort).
- In Black studies: *Cultures of Resistance*, edited by Qiana Whitted (University of South Carolina), Courtney R. Baker (University of California, Riverside), and Tyina Steptoe (University of Arizona).
- In rhetoric, *Movement Rhetoric/Rhetoric's Movements*, edited by Victoria J. Gallagher (North Carolina State University; eight-member series advisory board includes Pat Gehrke [UofSC,

Campus Climate and Inclusion

and a member of our Press Committee]). The first book in the series, *The Democratic Ethos: Authenticity and Instrumentalism in US Movement Rhetoric after Occupy* by A. Freya Thimsen, will be published in FY22.

3. Student internship program: For many years our student 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. In fall 2021 we began a partnership with the Center for Integrative and Experiential Learning to extend learning for UofSC students beyond the classroom via our internship program. Though this partnership, we have formalized and professionalized our student intern program, ensuring that we connect students' academic work to "real life" experience - in a famously opaque industry, book publishing; interns can now have this work reflected through earning "Graduation with Leadership Distinction." For fall 2021 we have five interns learning at the Press: an acquisitions intern, a marketing intern, a publicity intern, and a social media intern.

4. Author and staff events on campus that promote inclusivity include:

- Richard Brown, director, speaks regularly to the University of South Carolina Columbia Honors College class on publishing.
- Ehren Foley, acquisitions editor, will give a virtual program, cohosted with UofSC Libraries, "Dissertation to Book: Q&A with USC Press," for the second time in September 2021.
- MacKenzie Collier and Aurora Bell were guest speakers in the College of Information and Communications.
- In 2020 we cohosted a virtual panel celebrating the new edition of *Stage Money* and the future of theater with the Koger Center, Broadway in Columbia, Harbison Theatre at Midlands Technical College, and the Township Auditorium.
- In 2020 we cohosted a virtual event for *Creating the South Caroliniana Library* by John Bryan (Art, Emeritus, UofSC Columbia) with the South Caroliniana Library.
- In 2021 Claudia Smith Brinson, author of *Stories of Struggle*, participated in the 2021 Media & Civil Rights History Symposium (virtual), sponsored by the UofSC College of Information and Communications in partnership with the UofSC Center for Civil Rights History and Research.
- In 2021 we traveled with First Lady of UofSC Patricia Moore-Pastides to support her cookbooks *Greek Revival*, *Greek Revival from the Garden*, and her book about the historic UofSC Presidents House *At Home in the Heart of the Horseshoe* to Charleston, SC, Charlotte, NC, and Florence, SC for events with alumni chapters.
- Lewis Steel, author of *The Butler's Child: White Privilege, Race, and a Lawyer's Life in Civil Rights* spoke at the UofSC Law School on September 29, 2021, a collaboration between UofSC Press and History Professor Patricia Sullivan.
- In September, we participated in Family Weekend Check-in.
- In December we will co-host an event with the UofSC Libraries and the Koger Center for *Gullah Spirit: The Art of Jonathan Green* by Jonathan Green.
- In February 2022 we will cohost a collaborative event with African American Studies program, the Black Alumni Council, and the Office of Diversity, Equity, and Inclusion to launch the publication of *Invisible No More: The African American Experience at the University of South Carolina* as part of celebrations for Martin Luther King, Jr. Day.

Concluding Remarks

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.

- Ensure long-term financial sustainability: increase annual sales, increase subrights revenue, explore additional revenue streams.
- Increase the number of books we publish: consistently contract and launch 40–45 projects annually; publish 40–45 new books annually.
- Reduce schedule pressure on EDP and Marketing and Sales Department and ensure steady flow of release dates: Spread out launches over a given season rather than clustering launches immediately prior to list close.
- *Build* seasonal lists: Publish appropriate mix of trade and scholarly and classroom adoption titles.
- Increase discoverability of our books: Export robust metadata for all titles.
- Increase ebook sales: Convert more backlist titles to ebook format, find new vendors, revisit ebook pricing annually or as needed, explore ebook storefronts for our website.
- Learn more about publishing and best practices: Engage in staff training and professional development and cross-training.
- Use data and analysis to make better-informed decisions:
 - Use data about comparable publications, on our list and within our industry, when making decisions about which book projects to pursue.
 - Conduct annual postmortems and/or occasional reviews of subject areas to analyze and assess financial performance, viz., projected sales v. actual sales, and incorporate that knowledge into decisions about what to publish.
 - Analyze sales and sales channels to learn more about who is buying our books, and how we can more effectively sell to them in the future.
 - Determine what marketing and publicity efforts are producing sales and focus on those.
 - Discontinue inefficient and ineffective activities.
- Grow mailing lists: use data from Brian Murphy Group, solicit email addresses from customers and authors.
- Ensure HFS provides excellent customer experience: Report and resolve customer complaints immediately; press director will continue having monthly check-ins with JHUP director.
- Explore a fundraising strategy: Meet with the Office of Development and other campus contacts, approach former donors to the press.

Key Issues

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

- Achieve our budget: use strategic, targeted marketing and sales and publicity efforts.
- Make time for professional development: schedule workshops or programs for each employee, with follow up between employee and supervisor.
- Determine the feasibility of a new subject area or product line: research and discuss options within the Acquisitions Committee.
- Use data to inform acquisitions decisions: present more numbers and sales history to the Acquisitions Committee, and inform Press Committee.
- Adopt best practices: each department will research best practices and incorporate them into processes and systems to achieve greater efficiency, productivity, and effectiveness.

Concluding Remarks

Quantitative Outcomes

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

The Press tracks revenues and expenses with monthly financial statements common to university presses, including a P&L, cash flow, collections report, and others. These are for internal use only. In addition, we provide financial information to the Budget Office and review their monthly financial reports. During the past year the economic impact of the pandemic hurt our sales by squeezing library and bookstore and gift shop budgets, particularly those in South Carolina which, historically, have been a reliable source of sales. Sales and net income fell short of expectations by the end of FY21. We are budgeting for a net loss of (\$21,850) in FY22, with negative cash flow of (\$162,501). We will reproject revenues and expenses at the end of February 2022.

Cool Stuff

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

1. In November 2020 the Press launched its new responsive (adapts to any device) website, uscpress.com, featuring a new book filter, ebooks for sale, news and events, newsletter sign-up, and an updated search feature. As a result, our website sales have increased. Over a nine-month period (December 2020 – August 2021), our website sales increased in units by 114% and in dollars by 75% over the same period the prior year.

2. Several of our forthcoming titles were endorsed by heavy hitters. Tonya Matthews, CEO of the International African American Museum, and Evelyn Brooks Higginbotham, Harvard University professor and national president of the Association for the Study of African American Life and History, gave rave reviews of *Gullah Spirit: The Art of Jonathan Green*. *New York Times* best-selling author Keisha N. Blain endorsed *Invisible No More: The African American Experience at the University of South Carolina*; and four James Beard Award-winning authors endorsed *Taste the State: South Carolina's Signature Foods, Recipes, and Their Stories*.

3. We recently implemented interdepartmental staff shadowing and cross-training that has enabled staff to explore other areas of publishing, learn what other roles entail, and expand skills. In addition to serving as professional development, staff will be equipped to provide backup in the case of unexpected absences. *Viz.*, our publishing assistant is cross-training with our production editor, and our marketing designer is writing descriptive catalog copy for a future book.

4. Remote work enabled our acquisitions editors and production editor to coordinate work for their interns. As a result, the interns were less siloed and given more significant work and thus broader experience.

5. In April 2021, we published our first open-access ebook, *In the Service of God and Humanity: Conscience, Reason, and the Mind of Martin R. Delany* by Tunde Adeleke, and we also posted that book on Scholar Commons, the digital platform hosted by Thomas Cooper Library. The print edition was released in August.

Concluding Remarks

6. In October 2020, we put eleven titles into the American Council of Learned Societies Humanities Ebook Collection, an initiative managed by Michigan Publishing. Titles are chosen for the program by the societies, not by the publishers. The platform is subscription based and accessed by libraries worldwide. The platform recently selected and requested another one of our books, *The Impact of the Haitian Revolution in the Atlantic World*, for the program.

7. In January 2021 we began adding one-page advertisements to the end of all our ebooks (frontlist and backlist). The ads include a link to drive traffic to our website.

8. The Press has published ebook editions of more than 500 titles since 2012. In recent years, particularly since the beginning of the pandemic, ebook sales have grown significantly, representing nearly 18% of overall sales in FY21.

9. Acquisition editor Ehren Foley's op/ed on South Carolina's Heritage Act appeared in the *Washington Post* online edition August 12, 2021.

10. Director of publicity and strategic partnerships MacKenzie Collier was accepted into and has begun the Emerging Leaders Program, a selective professional development curriculum offered by the University.

Appendix 1. Community Engagement

Community Engagement

Reviews of our books

In the scholarly community: Since January our books have been reviewed in academic journals including: the *Journal of Southern History*, *South Carolina Historical Magazine*, *Southwestern Historical Quarterly*, *Rhetoric Society Quarterly*, *Rhetorica: the Journal for the History of Rhetoric*, *Sociology of Religion*, *American Literary History*, *Estudio Biblicos*, the *William and Mary Quarterly*, *Nova Religio*, the *Gay and Lesbian Review*, *RISE*, the *Journal of Southern Religion*, the *Catholic Biblical Quarterly*, the *Journal of America's Military Past*, *Church History*, *Baptist History and Heritage*, *Bryn Mawr Classical Review*, *Kansas History*, *American Catholic Studies*, and the *Journal of British Studies*.

In the book industry: Since January our books have been reviewed in book industry publications including: *Kirkus*, *Forward*, *Chapter 16*, and the *Southeastern Librarian*.

In community conversations at the national, regional, state, and local level: Our books about South Carolina prompt conversations across the state and beyond. South Carolina titles that received significant attention in late 2019 and early 2020 were *Carolina Bays*, about the mysterious geological formations that line the Eastern Seaboard; *Meet Me at the Rocket*, which tells the history of the South Carolina State Fair; *The Grim Years: Settling South Carolina, 1670-1720*, a graphic account of our state's beginnings; *The Lady of Cofitachequi*, an illustrated children's book about a Native American tribe that lived near present-day Camden; *They Stole Him Out of Jail*, the story of the brutal lynching of Willie Earle in Pickens; *First in the South*, about South Carolina's unique and predictive primary election process (please see below); and *We the People*, portraits of veterans in America (please see below). Forthcoming titles already garnering attention include *Stories of Struggle: The Clash over Civil Rights in South Carolina*, about the long fight for equality in South Carolina, which will be excerpted and/or covered in South Carolina publications including *The State*, the *Columbia Star*, the *Twin City News*, *Jasper*, and UofSC's *Carolinian*, with more to come. These books about South Carolina, by South Carolina authors (with the exception of the author of *They Stole Him Out of Jail*, who now lives in Colorado), stimulate meaningful discussions about our state's ecology and natural environment, history, and culture.

Our books raise the public profile and reputation of the University of South Carolina Press by generating positive news coverage and reviews. Since January our books and authors have been featured, interviewed, and quoted in national **print** news media outlets including *The New York Times*, *The Washington Times*, and *Forbes*; in national lifestyle publications including *GQ*, *Playbill*, *Music Row*, and *Sea History*; in regional lifestyle publications including *Alabama Heritage*, *South Carolina Wildlife*, and *Seaport Magazine*; in South Carolina news and lifestyle outlets including *The State*, *the Post & Courier*, the *Charleston City Paper*, the *Greenville News*, the *Edgefield Advertiser*, *Lowcountry Companion*, the *Columbia Star*, *Midlands Life*, and *Camden Living*; and in state, local, and regional print publications including Baton Rouge *Advocate* (LA), *Charlton Co. Herald* (GA), *The Bradford Era* (PA), *The Daily Press* (PA), and the *Littleton Independent* (CO). Our authors are regularly featured on South Carolina public **radio**'s "Walter Edgar's Journal" and on the South Carolina State Library's podcast "Library Voices." Additional radio/podcast coverage includes "Potter Talk" and "Charleston Time Machine." **Online** coverage includes Potter Talk, Muggle Net, the Historian's Manifesto, Pirates and Privateers, Chat with Vera, ARC Digital (Medium.com), and Notebook of Ghosts.

Standout titles generating national conversations: Two recent publicity highlights for the Press were:

- Mary Whyte's *We the People: Portraits of Veterans in America* was featured on CBS "Sunday Morning" and SCETV's "Palmetto Scene" in late 2019. The book was covered on local television affiliates in Charleston, as well as in *Charleston Magazine*, the *Post and Courier* (Charleston, SC), the *Columbia Star*, the *Greenville News*, and the *Florence News*. The traveling exhibition of the large-scale artwork featured in the book opens in Cleveland, Ohio in September, and we anticipate ongoing coverage as the exhibition tours the United States. Mary Whyte is a Charleston-based, internationally acclaimed watercolor artist, and this book – portraits of veterans from all branches of the military, from each of the 50 states, from all walks of life– generated meaningful conversation that both celebrated the achievements of our nation's armed forces and also prompted profound discussion about what civilian life looks like for men and women who have served our country.
- Gibbs Knotts and Jordan Ragusa's *First in the South: Why South Carolina's Presidential Primary Matters* received significant media attention in early 2020 in the lead-up to South Carolina's primary. The authors were interviewed or served as panelists on nationally broadcast television shows including "The Ingraham Angle" (Fox News), "Bill Burr" (Fox News),

“Kasie DC” (MSNBC), “MSNBC Live With Craig Melvin” (MSNBC), Soledad O’Brien’s “Matter of Fact,” and “New Day Weekend” (CNN). The authors were interviewed in devoted segments on local ABC and NBC affiliates (Columbia and Charleston) and were guests on SCETV’s “This Week in South Carolina.” They were interviewed on “Walter Edgar’s Journal” and NPR’s “Morning Edition,” and were quoted in *The New York Times*, *GQ*, and *The Washington Times*. They also contributed extensively to print election coverage in South Carolina (interviews and coverage in *Post & Courier*, the *Charleston City Paper*, the *State*, and the *Greenville News*). Knotts and Ragusa, both professors in the Department of Political Science at the College of Charleston, served as expert ambassadors of knowledge about the state of South Carolina. With the publication of this book, the Press broadened the legitimacy of South Carolina’s vital role in the national electoral process by offering a non-partisan, expert guide to the South Carolina primary process.

Author events: our authors bring knowledge and expertise to communities around the state when they visit libraries, bookstores, community groups, and academic institutions to talk about their books. We extend the University of South Carolina’s effort to engage community and outreach by publishing books of interest to local communities and to a broader regional readership. Our authors are liaisons for the Press and the University in diverse communities that may otherwise be difficult to reach.

Between January and the shutdown caused by the global pandemic in March, Press books and authors were featured in numerous events across South Carolina. Highlights include:

- 5+ events for *Carolina Bays*, including the South Carolina State Library (hosted by *South Carolina Wildlife Magazine*) and Books on Broad (Camden). 30+ attendees at each event
- Launch event for *The World of Jake Smyrl* hosted by Books on Broad (Camden) at the historic Robert Mills Courthouse. 75+ attendees
- Panel for *First in the South* co-hosted by the UofSC Department of Political Science featuring Andy Shain of the *Post & Courier* and Meg Kinard of the Associated Press (Columbia). 50+ attendees

Additional smaller events in early 2020 across South Carolina include: *Ben Robertson* at the Edgefield District Genealogical Society (Edgefield); *State of the Heart* at the USCB Center for the Arts

(Beaufort); *The Sea Island's Secret* at the Pat Conroy Literary Center (Beaufort); *The Grim Years* at the South Carolina Department of Archives (Columbia); the authors of *First in the South* at Itinerant Literate (Charleston).

Due to COVID we were unable to attend several planned large South Carolina events that would have highlighted our books and resulted in a large number of sales including the Harry Hampton Wildlife Dinner (Columbia, Greenville), Palmetto Classic (Columbia) and Delicious Reads (Greenville). We were similarly disappointed by the cancellations of two gallery openings featuring Boyd Saunders (Columbia, West Columbia) where we planned to promote and sell *A View from the South*.

Our authors have embraced the shift to virtual events. Virtual events give us the opportunity to bring in larger, more diverse communities. Recent virtual events of note include:

- *The Southern Wildlife Watcher* presentations with *South Carolina Wildlife Magazine*, the Lexington County Library, Buxton Books (Charleston), and Parnassus Books (Nashville, TN). Virtual events to come for this book include Union Avenue Books (Knoxville, TN), Malaprops Books (Asheville, NC), the South Carolina State Library (Columbia), and the Southern Festival of Books. Videos posted to Facebook about *The Southern Wildlife Watcher* have over 2,000 watches.
- The authors of *First in the South* spoke to the Greenville Democrats about the South Carolina electoral process; not only was this a well-attended virtual event, it represented the ability of the authors to keep this book relevant and in the conversation past the primary election.
- *Carolina Bays* presentations with the Lexington Country Library (Lexington) – 2 events
- The author of *Patriots in Exile* hosted by Middleton Place (Charleston)
- The author of *The Gulf of Mexico* on Facebook Live, hosted by the Press
- Patricia Moore Pastides, former first lady of the University of South Carolina and author of *Greek Revival*, *Greek Revival from the Garden*, and *At Home in the Heart of the Horseshoe*, was hosted by the Columbia Gamecocks Alumni Association for a cooking demonstration highlighting recipes in her book *Greek Revival*. The event had over 230 attendees and was so successful that events are planned with Gamecock alumni groups in Greenville and Atlanta, with more to come.

We are anticipating that all events will be virtual through the end of 2020. Upcoming virtual events in addition to those listed above include:

- *The Grim Years* talk on Facebook Live
- *Stage Money* co-hosted by the Koger Center for the Arts (in conversation with the Director of Broadway in Columbia)
- *Grave Landscapes* hosted by South Carolina State Library
- *One Good Mama Bone* hosted by the Alleghany County Writer's Group
- *We the People* hosted by Pat Conroy Literary Center (author Mary Whyte in conversation with Holly Bounds Jackson of SCETV)
- *A South Carolina Chronology* hosted by Lexington County Public Library (Walter Edgar in conversation with the Director of the Lexington County Museum)
- *Stories of Struggle* hosted by Historic Columbia and Richland County Public Library (author Claudia Smith Brinson in conversation with Cecil Williams)

Awards won: *Remembering Women Differently* was a 2020 Association of University Presses' Book, Jacket, and Journal Show selection in Jackets and Covers category.

Staff member meetings with scholars, students, and others: Press staff act as local experts for faculty, administrators, and students, providing guidance on intellectual property, scholarly communication, and the publishing process.

- MacKenie Collier was a guest speaker in the UofSC Law School's Entertainment Law class in Spring 2020.
- MacKenzie Collier and Aurora Bell were guests on the Koger Center podcast "Arts Roundup."
- Ehren Foley presented "Dissertation to Book" in collaboration with the University Libraries on September 24, 2020.
- MacKenzie Collier will be on faculty for the Columbia Publishing Course for the fall 2020 session.
- Richard Brown will speak to the UofSC Columbia Honors College class on publishing on October 22, 2020.

Academic conferences: In a normal year the Press attends approximately thirteen academic conferences annually, during which we sell books, offer exam copies, and engage and recruit authors. Prior to COVID we were able to attend the Carolina Rhetoric Conference

This year we attended several conferences virtually in some capacity, including:

- Southern Historical Association
- Organization of American Historians – Ehren Foley featured as part of a “Buzz Panel” of new books
- Association for the Study of African American Life and History
- American Literature Association
- Carolina Lowcountry and the Atlantic World
- Rhetoric Society of America

Social media: we frequently engage with readers and scholars on Facebook (2,492 followers with average monthly reach around 8,548), Twitter (2,437 followers with average monthly impressions around 17,000), and Instagram (542 followers – a new platform for the Press!).

Our books highlight South Carolina’s rich culture, deep history, and diverse people; our books are for scholars, teachers, researchers, students, and librarians, and also for a broad audience of readers eager to learn, grow, and discuss the new ideas our authors present. We expose our local, state, and national communities to a diversity of cultures and options that both reflect the world we live in and the world we *want* to live in. Our capacity to do this extends the mission, influence, and brand of the University of South Carolina, making evident the University’s commitment to knowledge and ideas.