



Association of Writers
& Writing Programs

Strategic Plan

2010 – 2020

Strategic Planning Committee

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Mission

The mission of the Association of Writers & Writing Programs is to foster literary achievement, to advance the art of writing as essential to a good education, and to serve the makers, teachers, students, and readers of contemporary writing.

Purpose

Because literature is a source of awareness and enchantment, it is a medium for wisdom, creativity, and joy. Because literature maps our shared experiences, it is a builder of communities. AWP's purpose is to cultivate the making and appreciation of contemporary literature along with those attendant virtues: wisdom, creativity, community, and joy.

Primary Goal

AWP seeks to help writers and teachers do their best possible work while we help writers connect with the widest possible audience.

AWP's Core Values

AWP values:

- Contemporary literature for its power to enrich the lives of individuals and communities
- Writers & writing programs
- Excellence in the teaching of writing
- The Master of Fine Arts (MFA) as the appropriate terminal degree for writers who teach
- The cultivation of growing literary audiences

How will we know when we've succeeded?

- When the conference is the preeminent annual gathering for writers, teachers, and publishers of contemporary writing
- When there is an affiliated, non-academic AWP organization in every state
- When AWP enjoys a \$25 million endowment
- When AWP operates a powerful online literary community
- When holders of the MFA who have strong records of publication receive equity with their scholarly peers in hiring, promotion, tenure, salary, and benefits
- When recently established programs meet the standards outlined in our hallmarks
- When AWP produces regular comprehensive stratified surveys of writers and writing programs, conferences, and centers
- When AWP utilizes the survey data in reports to membership, in balanced scorecards for each board committee, and in the development of new policies and projects

Five Goals 2010-2020

1. Promote Excellence in the Teaching of Writing

AWP will advocate high standards in creative writing programs. We will support the administrators who build strong programs and facilitate good teaching. We will promote professional opportunities for writers who teach. We will support fair-labor standards and advocate for fair pay. We will support life-long education for writers who teach to make them more effective as teachers, more productive as artists, and happier as working professionals. We will support teachers in cultivating bigger audiences for literature.

2. Establish a Robust Online Literary Community

AWP will establish itself as the recognized online authority on creative writing and creative writing programs in the United States. AWP will build its own Web Services department to manage and overhaul its increasingly complex online programs. We will renovate our website from interface to database, enhance existing online programs, improve social networking, streamline ecommerce, and add new capabilities and features for the enjoyment and benefit of our members and the public.

3. Expand & Improve AWP's Core Services

AWP will significantly expand and improve its core services for members and the public, and we will build a more effective and efficient organization. AWP identifies its core services as: membership services, publications, literary awards & competitions, conference and bookfair, statistical analysis of our field, and advocacy for high professional standards in the teaching of writing.

4. Strengthen Governance

AWP will refine its nomination process, and we will diversify experience on the board by appointing board members with legal, financial, philanthropic, business, and other professional expertise. We will strengthen the board's fundraising capabilities, streamline our committee structures, improve communication among trustees, staff, and membership and define our duties and powers as board members.

5. Build a Development Program

AWP will create a Development Program, with the objective of diversifying AWP's contributed revenue sources and ensuring the long-term stability of AWP. AWP seeks to raise an additional \$250,000 by 2016 through foundations, special events, board fundraising, individual gifts, corporate support, and government grants. AWP will establish an annual fund, create a Director of Development position, and establish and execute a development plan.

Core Constituencies

AWP serves the following constituencies: (Numbers of individuals as of September, 2010)

Professional Writers / Members & Subscribers at large (7,843). Individuals who pay \$20-\$119 for subscription or membership benefits. Generally speaking, these are published and aspiring authors, as well as literary enthusiasts. They are *not* generally attached or affiliated with any university or writing program.

Teachers of creative writing (4,500+). Primarily faculty at institutions of higher education, also includes K-12 teachers.

Students of creative writing (15,000+). Primarily students at institutions of higher education, also includes K-12 students. May also include continuing education students.

Administrators of writing programs (600). AWP calls these individuals “Program Directors.” These are administrators of writing programs or departments at institutions of higher education; those in charge of departments are referred to as “Chairs.”

Creative Writing Programs (880+). In every permutation, at the graduate and undergraduate level.

Nonprofit Literary Publishers (800). Magazines, independent presses, and university presses.

Writers’ Conferences & Centers (125). Generally weeklong summer conferences for writers, but also regional and national writing centers.

National literary service organizations (100+). Allied organizations with similar interests, such as the Poetry Foundation, the chapters of PEN, Cave Canem, Macondo, the Author’s Guild, the Poetry Society of America, the Academy of American Poets, and other groups.

Book-Loving Public. Through national circulation and open events at the conference.

Donors, Funders, and Sponsors (350+). AWP recognizes the support and service of those individuals who make its philanthropic mission possible: its institutional and individual funders.

Goal 1: Promote Excellence in the Teaching of Creative Writing

AWP will advocate high standards in creative writing programs. We will support the administrators who build strong programs and facilitate good teaching. We will promote professional opportunities for writers who teach. We will support fair-labor standards and advocate for fair pay. We will support life-long education for writers who teach to make them more effective as teachers, more productive as artists, and happier as working professionals. We will support teachers in cultivating bigger audiences for literature.

Objectives 2010–2015 and Ongoing

1. Advocate high standards for programs in creative writing.
2. Cultivate effective leadership and management among the directors of our programs to help them meet high standards.
3. Support our members' life-long education to address the professional, artistic, intellectual, and ethical demands of teaching.
4. Recognize and pay tribute to the outstanding teachers among the membership's writers.
5. Provide comprehensive survey data by which excellence in teaching and in program administration may be measured.
6. Encourage best practices in teaching and student learning.

Objective 1: Advocate high standards for programs in creative writing

Tactics

- A. Promote current assessment services to graduate programs and expand the number of programs that AWP's assessment teams can evaluate.
 1. Establish AWP Program Assessment as an essential measure of program strength.
 2. Distribute membership packet to institutional members with the following:
 - a. Introductory letter from the Director of Membership
 - b. Most recent survey information
 - c. Digital copy of most recent Program Director's Handbook
 - d. Passwords and information for updating eLink and the Guide
 - e. List of important dates for program directors
 - f. Advertising, mailing list, and benefit reading information
 - g. Conference and exhibit information
 - h. Information on program assessments (2012 and beyond)
 3. Promote/Highlight the centrality of hallmarks to program self-evaluation.
 4. Continue to promote the distribution of the hallmarks via the website and email broadcasts.
 5. Educate programs via the conference and regional board representatives who can explain when an assessment is most beneficial.

- B. Promote the AWP Hallmarks to assure that high standards are maintained in undergraduate creative writing courses and programs.
 1. Distribute Hallmarks to programs via annual membership packets.
 2. Publicize links to the Program Director’s Handbook and the Hallmarks to departments of English nationwide.
- C. Draft and distribute Hallmarks for nonacademic programs where creative writing workshops are held, especially Writers’ Conferences & Centers.
 1. Invite the directors of WC&C to establish hallmarks for conferences, centers, and festivals.
 2. Establish standards for writers who teach in such workshops.
 3. Distribute these Hallmarks to administrators via The Director newsletter.
 4. Provide these Hallmarks via AWP’s Web site to writers who register for such workshops.

Objective 2: Cultivate effective leadership and management among the directors of our programs to help them meet high standards

Tactics

- A. Provide the program directors with meaningful comparative statistics by type of institution.
- B. Encourage and develop more conference sessions on the effective management of their programs.
- C. Collect data on incidence of and reasons for the high rate of turnover among directors. Investigate possible interventions.
- D. Provide the directors with networking opportunities to exchange information online and at the Annual Conference.

Objective 3: Support our members’ life-long education to address the professional, artistic, intellectual, and ethical demands of teaching

Tactics

- A. Dissolve the Pedagogy Forum into the general conference so that pedagogy presenters are not relegated to a separate arena.
 1. Bring a student and recent graduate onto the Pedagogy Committee for the adjudication of pedagogy proposals.
 2. Expand the number of pedagogy presentations with the expansion in the general number of presentations.
 3. Encourage panels aimed at all levels of professional experience.

- B. Expand the pedagogy section of AWP eLink with the best of the annual presentations on pedagogy.
- C. Assign members of the Pedagogy Committee to encourage online discussion of teaching issues and techniques in the pedagogy section of the “Forum” section of the AWP website.

Objective 4. Recognize and pay tribute to the outstanding teachers among the membership's writers

Tactics

- A. Honor and celebrate, in public forums, these writers who teach.
 - 1. Select the outstanding writer-teachers to give the keynote address at the conference.
 - 2. Continue to produce one or more tributes annually to the outstanding writer-teachers at the Annual Conference.
 - 3. Feature interviews and articles by the outstanding writer-teachers in the *Writer's Chronicle*.
- B. Conduct assessments & provide support for the professional promotion of the best writer-teachers
 - 1. Commend accomplished writer-teachers in assessment reports as the supporting materials warrant.
 - 2. Advocate promotion and tenure for deserving writer-teachers who seek AWP's support in their appeals for promotion and tenure.
 - 3. Provide statistics on national salary averages in creative writing by type of institution to support advocacy efforts.

Objective 5: Provide comprehensive survey information by which excellence in teaching and in administration may be measured

Tactics

- A. Provide statistical data on class size and other indicators of quality in teaching.
- B. Stratify surveys by type of institution: public and private, two-year college, four-year college, and comprehensive university.
- C. Track demographics of students and individual members.
- D. Track average salaries of professors in creative writing.
- E. Provide analysis and comparisons to other academic fields.

Objective 6: Encourage best practices in teaching and learning.**Tactics**

- A. Formally support new initiatives in faculty development, instructional development, and organizational development.
 - 1. Identify models for panel proposals.
 - 2. Expand conference slots for faculty development, instructional development, and organizational development.
 - 3. Solicit writing on faculty development, instructional development, and organizational development for *Writer's Chronicle* and Writer's Forum.
- B. Disseminate and link to current thinking on student learning outcomes, metacognition, self-regulated learning and self-monitored learning.
 - 1. Professional and Organizational Network in Higher Education
 - 2. Integrated Post Secondary Education Data System
 - 3. *Change* magazine
 - 4. *Chronicle of Higher Education*
 - 5. *Inside Higher Ed* website
 - 6. Carnegie Foundation for the Advancement of Teaching
 - 7. Association of American Colleges and Universities
 - 8. Teagle Foundation
- C. Establish cooperative programs (or facilitate individual member and program affiliations) with leaders in Best Practices.
 - 1. Professional and Organizational Network in Higher Education
 - 2. Integrated Post Secondary Education Data System
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 - 4. *Chronicle of Higher Education*
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 - 6. Carnegie Foundation for the Advancement of Teaching
 - 7. Association of American Colleges and Universities
 - 8. Teagle Foundation

Goal 2: Establish a Robust Online Literary Community

AWP will establish itself as the recognized online authority on creative writing and creative writing programs in the United States. AWP will build a Web Services Department to manage and overhaul its increasingly complex online programs. We will renovate our website from the ground up, enhance existing online programs (eLink, podcasts, and Guide), improve social networking, streamline the ecommerce system, and create additional unique online content for the benefit of our members and the general public.

Website Objectives 2000-2015

1. Assess and redefine what components should comprise AWP's online community.
2. Improve structure and technology of site for functionality, reliability, security, and ecommerce.
3. Redesign the site for beauty and ease of use.
4. Attract more visitors and members to the sites.
5. Build a Web Services Department.
6. Improve online revenues for continued investment in the sites.

Objective 1: Assess and redefine what components should comprise AWP's online community

At the end of this process, we will know:

1. How our website currently functions
2. How our members currently use our website
3. What our members would like to see in our website
4. How our competitors deliver services
5. What we would like to add via service and functionality
6. How we would like to achieve that service and functionality
7. What we would like it to look like
8. What the development will require in staffing and capital investment
9. What the ongoing maintenance will require in staffing and operating costs

Tactics

- A. Break down our current web services into component sections and track website traffic comprehensively.
- B. Implement more powerful software, such as Google Analytics, for analyzing site traffic.
- C. Develop a current site map, a flow chart showing how the information is currently flowing, with the databases included.
- D. Compare our site's capabilities with those of sites operated by our peer organizations by each department: publications, membership, development, ecommerce.

E. Develop a “wish-list” of services/functionality available over the web.

Ask the webmaster and each department director (membership, conference, publications, accounting, and development) to develop a “wish-list” of services and programs they want the website to deliver.

For example, for the simple act of someone buying a membership:

ACCOUNTING NEED: Automatic deposit to bank account with easy reports

MEMBERSHIP NEED: Easier navigation of website, improved social networking, and easy renewal of membership and payments for other services

DEVELOPMENT NEED: Instant ask, and ability to set up recurring donations.

CONFERENCE NEED: Instant ask about registering for conference; instant entry into database

PUBLICATIONS NEED: Instant access to archives

WEB NEED: Easy functionality and adaptability

At the end of this process, we should create a document showing broad overall goals for the website, such as:

- 1.) Development of unique content
- 2.) Development a robust data system capable of supporting a broad range of web-based transactions
- 3.) A comprehensive ecommerce system that interacts with AWP’s internal data system
- 4.) Overhaul AWP’s internal database infrastructure to support web-based content
- 5.) Strong security for all data

F. Survey members to ascertain what functions they would like to see in AWP’s web capabilities.

G. Develop future site-map showing ideal flow of website traffic, functionalities, and data (June 30, 2011).

1. Prioritize existing components and new component for sequencing of renovations or creation.
2. Create a timeline for the implementation of each refreshed or new component.

H. Engage a design consultant to design to unify graphic elements and improve ease of use within an overall scheme to improve AWP’s public recognition.

I. Engage a consultant for the improvement of databases, ecommerce, and social networking.

J. Create a project budget and timeline (Early FY 2012).

Objective 2: Improve structure and technology of sites for functionality, reliability, security, and ecommerce.**Tactics**

- A. Develop web capabilities that make possible the online community formulated by the process above.
- B. Update and strengthen the underpinnings and structure of our websites.
 - 1. Separate display and design elements from content elements and use CSS (Cascading Style Sheets, a design tool) throughout.
 - 2. Use PHP (Hypertext PreProcessing—a more modern code for scripting actions among databases and web pages) on all sites.
 - 3. Use updated coding standards and practices.
 - 4. Develop site navigation that is more flexible.
 - 5. Restructure websites and eliminate duplicate content where it exists on multiple websites
 - 6. Upgrade site statistics packages for site traffic and continue to monitor most popular components.
 - 7. Redesign structure of site to allow growth and future additions to site.
- C. Improve ecommerce capabilities
 - 1. Deploy best possible security to protect data to become compliant with PCI DSS & PS-DSS (specific requirements for ecommerce and data security).
 - 2. Enable automatic membership and subscription renewals.
 - 3. Make processing of credit card transactions more efficient.

Objective 3: Redesign the sites for beauty and ease of use**Tactics**

- A. Hire a consultant to develop a stylebook for unified graphic elements through AWP print and online publications.
 - 1. Develop a unified site that is attractive, informative, and easy to use
 - 2. Perform usability surveys and analysis on website interfaces to determine how users do and will use the site.
 - 3. Make AWP's message, purpose, and basic information (who we are, how to join) clearer for first time website visitors.
 - 4. Restructure home pages to direct traffic expeditiously to useful components and sister sites.
- B. Continue to observe best practices in web design for people with disabilities.
 - 1. Provide alternate text for all multimedia works.
 - 2. Ensure all text and graphics are understandable when viewed without color.
 - 3. Identify changes in the natural language of a document's text.
 - 4. Use tables appropriately and use labels for rows/columns.

5. Ensure user control of all multimedia elements (recordings, videos, photo galleries, etc.).
6. Develop alternate versions of site for assistive devices.

Objective 4: Attract more members and visitors to the sites

Tactics

- A. Develop a homepage that has more dynamic content, like a magazine, with:
 1. Frequently changing web-only content
 2. Frequently changing feature from the *Chronicle* Archives
 3. Current literary news
 4. Membership news
 5. Prominent links to the Guide, WC&C, AWP Services, and donations
- B. Expand current services and features on the sites to increase member benefits; provide:
 1. Improved overall content and functionality of the sites.
 2. Dynamic, personalized, customizable content on members-only websites (i.e. moveable widgets, messages such as when their membership expires, remembering their region, etc.).
 3. WC&C members-only website with exclusive content.
 4. More excerpts of current/new content not just older examples of content (such as previews of podcast episodes or intros to current *Chronicle* articles).
 5. Database-driven, searchable and sortable list of benefit readers.
 6. Database-driven, searchable and sortable off-site events listing with automated submission.
 7. Automated submission of author signings at Bookfair, stored in database.
 8. Full text article search for all articles archived on the site (Job List, *Chronicle*, *Pedagogy*).
 9. Interactive and ultimately printable conference schedule.
 10. AWP apps (for iPhone, Droid, and iPad) such as a conference schedule or writer's calendar.
 11. Form allowing electronic submissions of grants, awards, submits.
 12. Form allowing electronic submissions of job listings.
 13. Electronic submissions for articles (*Chronicle*, Job List, and *Pedagogy*).
 14. Multimedia submission capabilities (members can upload photos for AWP use such as audio, video, photos taken at the AWP conference); possibly use a moderated Flickr account.
 15. More ways for AWP members to interact directly with AWP.
 16. Modules for interaction among members in addition to the existing forum and mailing lists; possibly use a ning network or LinkedIn account.
 17. A blog for the contributing editor community.
 18. Podcast series episodes to include some non-conference recordings.
 19. Real-time news articles posted promptly.

20. Calendar interface capabilities, enabling members to add events (such as conference events, award series deadlines, etc.) to their own calendars (iCal, Microsoft office calendar, Google Calendar, etc.).

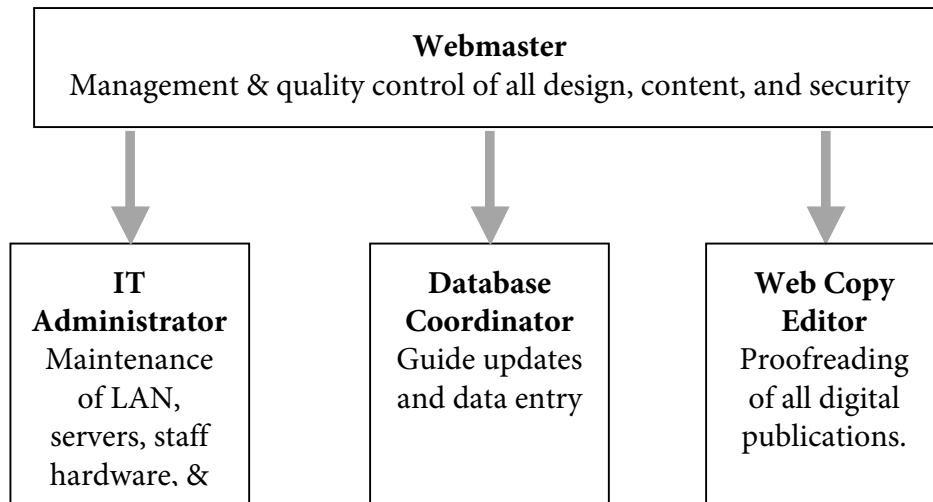
C. Develop Alternate versions of the sites.

1. Develop alternate versions for assistive devices.
2. Develop alternate versions for mobile devices.

Objective 5: Build a Web Services Department

Tactics

A. Build a staff of appropriate size for the scope and number of digital publishing projects: Webmaster, IT Administrator, Web Copy Editor, and Database Coordinator.



B. Provide training for staff.

C. Keep staff tools, computers, hardware, and software working and up to date.

Objective 6: Improve online revenues for continued investments in the sites

Tactics

A. Improve ecommerce capabilities, as in Objective One, above:

1. Deploy best possible security to protect data.
2. Enable automatic membership and subscription renewals.
3. Make processing of credit card transactions more efficient.

B. Improve number and quality of placements for web advertisers.

Goal 3: Expand & Improve AWP's Core Services

AWP will significantly expand and improve its core services for members and the public, and we will build a more effective and efficient organization. AWP identifies its core services as: membership services, publications, literary awards & competitions, conference and bookfair, statistical analysis of our field, and advocacy for high professional standards in the teaching of writing.

Improve and Expand AWP Core Services: Membership Services

Membership Services Objectives, 2010-2015:

1. Encourage strong administration at member programs.
2. Improve and expand services for non-academic members.
3. Increase individual, institutional, and WC&C membership.
4. Review the Viability of Career Services.
5. Create appropriate staff structure to support membership services.

Membership Objective 1: Encourage strong administration at member programs

Tactics

- A. Expand data & research services for members.
 1. Expand data collection for Institutional Members through *AWP Guide to Writing Programs*.
 - a. Assign a specific staff member the responsibility of managing institutional surveys or coordinating survey consultant. AWP should add a part-time staff member for this direct purpose, under the direction of the Director of Membership. (2011)
 - b. Maintain up-to-date information on residential MA & MFA programs, and publish survey results every two years. (ongoing)
 - c. Refine residential MFA questions to produce data most relevant and useful to members. (ongoing)
 - d. Improve the design and technical capabilities of guide survey so that it is more user-friendly. (ongoing)
 - e. Identify specific questions/format for low-residency component of guide. (Fall 2011)
 - f. Conduct comprehensive survey of low-residency programs. (Spring 2011)
 - g. Maintain up-to-date information on low-residency MFA programs, and publish survey results every two years. (2012 and beyond)
 - h. Identify specific questions/format for PhD component. (Fall, 2011)
 - i. Conduct comprehensive survey of PhD programs. (2012)

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- j. Maintain up-to-date information on PhD programs, and publish survey results every two years. (2013 and beyond)
 - k. Identify specific questions/format for undergraduate BFA programs. (Fall 2013)
 - l. Conduct comprehensive survey of undergraduate BFA programs. (Spring 2014)
 2. Expand data collection for individual members (2010-2013):
 - a. Determine demographic information of individual membership. Collect information regarding age, gender, ethnicity, location, education, employment, income, and writing interests.
 - b. Expand data collection to determine which membership benefits are the most useful to our members. Conduct surveys to gather the following information:
 - Which benefits are the most valuable to our new members and recent graduates?
 - Which benefits are the most valuable to our long-term and older members?
 - Which benefits are the most likely to encourage members to remain active in the organization?
 - Which benefits are most important to program directors, faculty, current students, and non-affiliated writers?
 - What benefits should we offer that we are not currently providing?
 - c. Determine the percentage of individual members who are former writing program graduates, potential writing program students, or individual writers with no affiliation to member programs.
 - d. Expand the information gathered about the careers of former writing program students. Compile salary statistics of individual members and statistics on the most common fields of employment.
 - e. Use survey information to create career advancement materials for members, detailing industry earning statistics, career development information, and guidelines for programs to help students find employment in technical writing, editing, publications, public relations, and communications fields.
 - C. Disseminate surveys (2010-2015).
 1. Improve design, layout, and print quality of survey content.
 2. Publish survey results online, as part of eLink (Ongoing, 2011).
 3. Send results of each survey to relevant constituency.
 4. Issue press releases to relevant media outlets upon publication of each survey. (2011 and ongoing)
 5. Use the *Writer's Chronicle* or other AWP publications to disseminate survey results.
 - D. Develop guidelines for program assessments (2012) to cover:
 1. Procedures

2. Fee schedules by program size, type, and complexity
 3. Timelines
 4. Initial requests grouped by hallmark category
 5. An explanation, for program directors, on how an assessment differs from accreditation but remains an important procedure in building a strong program.
- E. Add staff as necessary to assist with assessments. (Ongoing)
- F. Improve communication with Program Directors.
1. Create Comprehensive Membership Binders/Packets for program directors (2011).
The membership packet should contain the following:
 - Introductory letter from the Director of Membership
 - Most recent survey information
 - Digital copy of most recent Program Director’s handbook
 - Passwords and information for updating eLink and the Guide
 - List of important dates for program directors
 - Advertising, mailing list, and benefit reading information
 - Conference and exhibit information
 - Information on program assessments (2012 and beyond)
 2. Work with regional representatives on the board to ensure that board members are a primary contact for program directors in their area. Use board relationships with program directors to determine membership needs.
 3. Distribute contact lists to regional representatives, and create quarterly digital board newsletter for distribution to program directors.
 4. Update program director information via email forms, sent at the beginning of each semester.
 5. Maintain regular communication with program directors via the Online Guide, surveys, and faculty/student lists.
 6. Coordinate with conference, publications, and development department to eliminate unnecessary or redundant contact with program directors, and slightly reduce the overall volume of contact with AWP.
 7. Continue to convene program directors regularly at annual conference, in plenary and regional breakout sessions.
 8. Issue the annual report to program directors.
 9. Explore the viability of creating a separate publication specifically for program directors, or convening program directors in a separate or extra-conference setting.
 10. Create reception for program directors at the conference.

Membership Objective 2: Improve and expand services for non-academic members

Tactics

- A. Establish Grants & Awards Calendar as most comprehensive publication source on the web.
 1. Identify best internal system for collecting and collating grants and awards listings. (2011)
 2. Increase Grants & Awards Listings. In conjunction with the Publications staff and web services team, increase the number and types of listings available to members. Regularly solicit member programs, bookfair exhibitors, and allied literary organizations to submit listings for grants and awards. List 800 individual grants, awards, and publications opportunities by 2013, 1,000 by 2015.
 3. Create web-based system for awarding organizations to easily and instantly upload publication opportunities, award information, and grant applications.
 4. Refine internal systems to allow searchable, sortable, and printable interface for members.
- B. Establish the *AWP Job List* as a Comprehensive Source for Editing, Writing, and Publications positions
 1. Identify best internal system for collecting and collating job listings. (2011)
 2. Increase Job listings. In conjunction with the Publications staff and web services team, increase the number and types of listings available to members. Regularly solicit member programs, bookfair exhibitors, and allied literary organizations to submit job postings. Research, collate, and post relevant job postings from relevant national and web publications. Target is to list 1,200 non-academic jobs annually by 2015.
 3. Create web-based system for employers so they may easily and instantly upload job listings.
 4. Provide special display advertising for employers wishing to pay for more prominent listings.
 5. Refine internal systems to allow searchable, sortable, and printable interface for members.
- C. Establish the Guide as the most comprehensive national resource on writing programs
 1. Expand the information collected by the online guide to collect faculty biographical information and expand links to affiliated literary magazines, financial aid information, and application information and materials. Target goal: 100% of MFA programs in the United States listed by 2013, with 90% public listing completion rate.
 2. Refine user interface to allow searchable, sortable, and printable information for members.
 3. Expand advertising for online Guide and establish the website as the top online search result for potential students.

- D. Establish WC&C as the most comprehensive national resource on writing conferences.
 - 1. Expand information collected by writers conferences to create more complete listings.
 - 2. Conduct survey of writers conferences nationwide.
 - 3. Refine user interface to allow searchable, sortable, and printable information.
 - 4. Expand advertising for WC&C and establish the website as the top online search result for writing centers and conferences.
- E. Collect and distribute comprehensive career advancement information.
 - 1. Gather industry-earning statistics for non-academic careers in technical writing, editing, publications, public relations, and communications fields.
 - 2. Publish career development information for non-academic members.
 - 3. Publish guidelines to help writing programs assist students going into non-academic careers.

Membership Objective 3: Increase institutional, individual, and WC&C membership

Tactics

A. Improve Marketing

- 1. Create new membership solicitations that can be sent biannually to 100,000 potential individual members.
- 2. Review and analyze mailing lists return rates to optimize solicitation results.
- 3. Update design and layout of current membership renewals, brochures, and solicitation forms.
- 4. Coordinate membership marketing efforts with the annual conference to improve membership outreach to conference attendees and partner organizations.
- 5. Increase membership advertising online and redirect AWP web traffic to information about memberships.
- 6. Create more efficient point-of-sale via the website, allowing members instant access to services, and allowing interaction with AWP's database infrastructure.
- 7. Provide superior customer service; respond to member inquiries within 24 hours, and provide steady coverage of main office line.
- 8. Target goal: 5,000 individual members by 2015, 600 Institutional Members by 2015, 150 WC&C members by 2015.

B. Increase Renewal Rates.

- 1. In conjunction with Publications staff, expand and improve our print publications, online Job List, Grants and Awards Calendar, eLink resources, and online Guide content. (Expanding and improving publications and services will be the most significant factor in improving renewal rates.)
- 2. Design and print new renewal and membership brochures.
- 3. Develop comprehensive annual renewal strategy and timeline, using email, social networking, direct mail, print advertising, and web advertising.

4. Increase contact with members throughout the year and encourage increased participation in AWP for inactive members.
5. Track which members are—or are not—using our online services and create specific solicitations to these members.
6. Conduct annual membership satisfaction surveys.
7. Improve technical capabilities of eLink and provide program directors with an online database to register new students and faculty to eLink.
8. Increase Individual Membership renewal rate to 70% by 2012, and 80% by 2015.
9. Maintain institutional membership renewal rates above 95%.
10. Increase WC&C renewal rates to 80% by 2015.

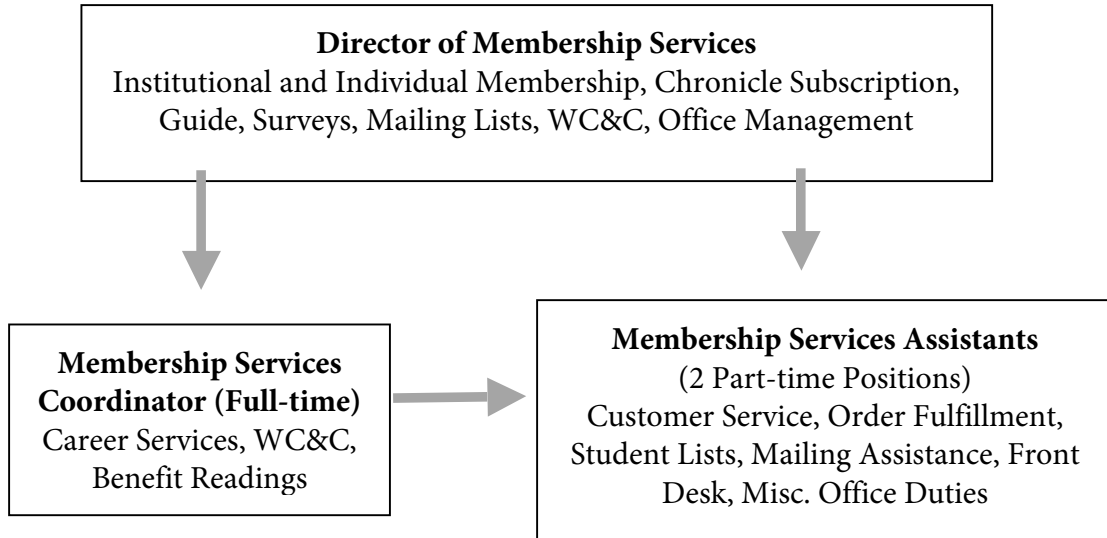
Membership Objective 4: Review the Viability of Career Services

Tactics

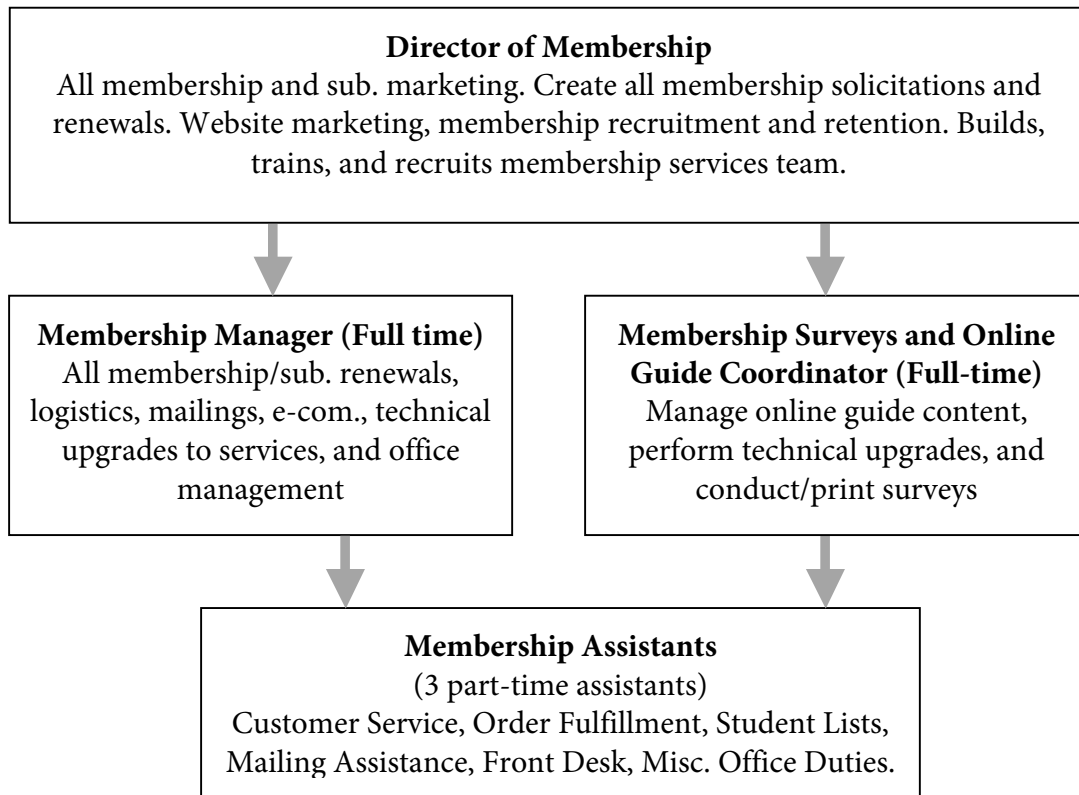
- A. Survey AWP's institutional and individual members about how much they value AWP Career Services in light of new competition from Interfolio. (Fall, 2012)
- B. Inform new users of Career Services that Interfolio provides alternative service and let them know Interfolio price structure. (2011)
- C. Conduct a cost analysis of improving IT for AWP Career Services to make it more fully digital and provide the digital services that search committees are now coming to prefer. (Fall, 2012)
- D. Study whether or not AWP should continue offering Career Services based on (1) the wishes of membership as measured by surveys, (2) the current pricing of Interfolio, and (3) the costs of improving Career Services. (Spring, 2013)
- E. Invest in improving Career Service to enable digital submissions of recommendations and digital submission of applications, if this investment is deemed the best course of action.
- F. Phase out Career Services over two years, if this is deemed the best course of action.
- G. Redirect Career Services staff time, if termination is the best course of action, to enable the following:
 - Increased contact with WC&C members to encourage more participation.
 - Increased marketing to WC&C members to grow the membership base.
 - Expanded WC&C services provided to members.
 - Work with WC&C board representative to determine the needs of members.
 - Marketing to attract non-academic members
 - Expanding services for individual and institutional members
 - Marketing of institutional members
 - Increased contact with institutional members
 - Expanding online Guide content
 - Improving AWP membership surveys
 - Expanding all eLink resources for members
 - Improving renewals for institutions, individuals, and WC&C members

Membership Objective 5: Create appropriate staff structure to support Membership Services

Membership Organizational Chart 2010



Proposed Membership Organizational Chart 2015



Expand and Improve Core Services: Publications, Awards, and Contests

Publications Objective 1: Improve the Chronicle's content to make it the premiere publication for writers and teachers of contemporary literature

Tactics

- A. Produce a lively, engaging, unique, and excellent content on the art of writing, its pedagogy, and the writer's professional life.
- B. Identify, recruit, and coordinate a team of distinguished and diverse contributing editors who are experts on essays on the craft of writing, who collaborate with the best authors of craft essays, and who represent AWP's constituencies.
- C. Improve productivity of contributing editors.
- D. Increase honoraria for contributors of unsolicited articles as follows:
 - \$14/100 words in FY 2012
 - \$16/100 words in FY 2013
 - \$18/100 words in FY 2014
 - Competitive flat fee in FY 2015
- E. Make competitive flat fees for the best, solicited articles to be appropriate to category: journalism, interviews, craft essays, and short news items.
Develop a call for proposals, and increase number of articles from membership, including program directors, faculty, students, exhibitors, and affiliated literary organizations.
- F. Increase the proportion of solicited articles published in the *Chronicle* to 50% by 2013.
- G. Publicize new foundations, magazines, podcasts, programs, and allied literary organizations via the *Chronicle*.
- H. Expand listings of grants, awards, and publishing opportunities in the *Chronicle* by soliciting AWP's constituencies.
- I. Expand "the Writer's News" section by soliciting AWP constituencies and monitoring relevant national publications.
- J. Commission more original short journalism on publishing trends, literary trends, and other news important to our field.
- K. Vary the content to attract writers of all literary genres.
- L. Update online version of "the Writer's News" continually as a beacon for AWP and the magazine.
- M. Survey subscribers and members every four years on which components of the magazine they value most.

Publications Objective 2: Redesign the Chronicle to facilitate digital distribution, greater newsstand sales, and better retention of subscribers

Tactics

- A. Hire consultants to assist in redesign of *Chronicle*.
 - 1. Redesign the *Chronicle* in keeping with a unified design for all AWP print projects and AWP's identity.
 - 2. Create templates for print and digital versions.
 - 3. Hire consultant to redesign the graphic design elements for AWP's corporate identity.
 - 4. Resize *Chronicle* to new format for FY 2012 that facilitates display on newsstands and conversion into digital formats for electronic reading devices.
 - 5. Commission all original artwork and photographs for the cover and for a few features of each issue by 2015.
 - 6. Designate one staff member as being chiefly responsible for the design of all publishing projects.
- B. Develop a staff to support expanding web and digital publications.
 - 1. Provide staff with training in graphic design and in new digital and portable publishing platforms.
 - 2. Keep computers and software current to support digital publishing and the best graphic design.
 - 3. Designate one staffer as being chiefly responsible for refreshing content of digital publications within design templates.

Publications Objective 3: Continue to position the Chronicle to attract general readers with an interest in writing so that more people may be introduced to AWP, its writers, and its member programs

Tactics

- A. Avoid academe's proclivity for hyper-specialization and cultivate a general readership and public intellectuals within our field for that general readership.
- B. Rely more on solicited articles to shape content so that the articles have the same literary significance and appeal that the featured presentations of the conference offer.
- C. Start paying a competitive flat fee for solicited articles in the *Chronicle* based on length of craft articles, interviews, and news articles.
- D. Vary articles by literary genre to appeal to a broad general literary readership.
- E. Develop productive contributing editors to improve quality, variety, and diversity of content.
- F. Revise editorial guidelines that support the value of general readers and public intellectuals and artists.
- G. Publish the *Chronicle* for reading on portable devices like iPad, Sony Reader, Kindle, etc.
- H. See tactics under Objective Two, above.

Publications Objective 4: Increase circulation of the *Writer's Chronicle*, and increase advertising sales

Tactics

A. Improve marketing and promotion of *Chronicle*.

1. Create separate membership and subscription drives by 2012.
2. Research and capture prospects for subscribers from other national magazines.
3. Capture prospects from other programs, such as membership and conference, to solicit for advertising.
4. Increase marketing of the *Writer's Chronicle* by 2015; target goal \$10,000 in advertising budget for *Chronicle* by 2013, \$15,000 by 2015
5. Identify target libraries for potential institutional subscriptions.
6. Solicit students at member programs to become subscribers upon graduation.
7. Reach the following target goals:
 - 2,300 paid subscribers in FY 2011
 - 2,500 paid subscribers in FY 2013
 - 3,000 paid subscribers in FY 2015

B. Increase newsstand sales of *Chronicle*

1. Launch pilot program to increase circulation in major retail outlets (Target goal: Increase distribution by 5,000 by June 30, 2012).
2. Select national distributors to further improve AWP's newsstand sales (2012).
3. If successful, increase investment in distribution program, and research effective "buy-through" strategies at national retail outlets.

C. Create comprehensive advertising strategy

1. Review existing advertising strategy and timeline, including regular rate review.
2. Implement advertising plan and review advertising progress on a regular basis.
3. Develop advertising materials and distribute more effectively via direct mail outsourcing, email distribution, and social networking, goals:
 - 2,000 solicitations in FY 2011
 - 2,500 solicitations in FY 2012
 - 3,000 solicitations in FY 2013
 - 4,000 solicitations in FY 2014
 - 5,000 solicitations in FY 2015

D. Create comprehensive prospect database that includes participants in other programs, including bookfair, program directors, and affiliated literary organizations.

1. Research and add trade presses and other potential advertisers.
2. Target Advertising goals for *Chronicle*:
 - \$335,000 in FY 2011
 - \$350,000 in FY 2012
 - \$375,000 in FY 2013
 - \$425,000 in FY 2014
 - \$475,000 in FY 2015.

Objective 5: Expand and Improve AWP Job list

Tactics

- A. Establish the *Job List* as a comprehensive source for job opportunities in publishing, editing, and professional writing and in teaching literature and writing.
 1. Identify best internal system for collecting and collating job listings (2011).
 2. Increase Job listings. In conjunction with the Membership staff and web services team, increase the number and types of listings available to members. Regularly solicit member programs, bookfair exhibitors, and allied literary organizations to submit job postings. Research, collate, and post relevant job postings from relevant national and web publications. Target is to list 1,200 nonacademic jobs annually by 2015, 500 academic jobs by 2015.
 3. Create web-based system for organizations to easily and instantly upload employment opportunities.
 4. Refine internal systems to allow searchable, sortable, and printable interface
 5. Solicit helpful articles for *AWP Job List*, and increase honoraria as follows:
 - \$14/100 words in 2012
 - \$16/100 words in 2013
 - \$18/100 words in 2014
 - Competitive flat fee in 2015.
- B. Improve *Job List's* Articles
 1. Provide, every fall, a comprehensive analysis of the academic job market.
 2. Survey *Job List* readers on types of articles and careers that they value most.

Publication Objective 6: Raise the stature of the AWP Awards Series as major national literary prizes

Tactics

- A. Increase promotional support for winners by advertising winning books.
 - \$10,000 in FY 2011
 - \$10,000 in FY 2012
 - \$12,000 in FY 2013
 - \$13,000 in FY 2014
 - \$15,000 in FY 2015
- B. Increase promotional support for winners by providing national platform at conference.
 1. Continue to support travel and lodging costs for all winners.
 2. Increase profile for winning books by pairing winners with an established author
- C. Tactic: Increase number of solicitations in each category.
 1. Improve marketing efforts for awards series by increasing direct mail efforts, email, and advertising for prizes

2. Keep entry rates affordable for members, not to exceed \$20 by 2015. Nonmember rates may increase.
 3. Encourage entries from students, faculty, and other members. Target goals:
 - 2,000 total submissions in FY 2011
 - 2,500 total submissions in FY 2012
 - 3,000 total submissions in FY 2013
- D. Ensure high-quality judges and screeners by increasing honoraria
- PALEY/HALL: FY 2011: \$3,000/judge, \$500/screener
 - PALEY/HALL: FY 2012: \$3,500/judge, \$600/screener
 - PALEY/HALL: FY 2013: \$4,000/judge, \$700/screener
 - PALEY/HALL: FY 2014: \$4,500/judge, \$800/screener
 - PALEY/HALL: FY 2015: \$5,000/judge, \$900/screener
 - NOVEL/NONFICTION: FY 2011: \$2,000/judge, \$500/screener
 - NOVEL/NONFICTION: FY 2012: \$2,500/judge, \$600/screener
 - NOVEL/NONFICTION: FY 2013: \$3,000/judge, \$700/screener
 - NOVEL/NONFICTION: FY 2014: \$3,500/judge, \$800/screener
 - NOVEL/NONFICTION: FY 2015: \$4,000/judge, \$900/screener
- E. Tactic: Increase monetary value of awards, targets:
- FY 2011: PALEY/HALL: \$5,000 each
 - FY 2012: PALEY/HALL: \$5,500 each
 - FY 2013: PALEY/HALL: \$6,000 each
 - FY 2014: PALEY/HALL: \$6,500 each
 - FY 2015: PALEY/HALL: \$7,000 each
 - FY 2011 NOVEL/NONFICTION: \$2,000 each
 - FY 2012 NOVEL/NONFICTION: \$2,500 each
 - FY 2013 NOVEL/NONFICTION: \$3,000 each
 - FY 2014 NOVEL/NONFICTION: \$3,500 each
 - FY 2015 NOVEL/NONFICTION: \$4,000 each

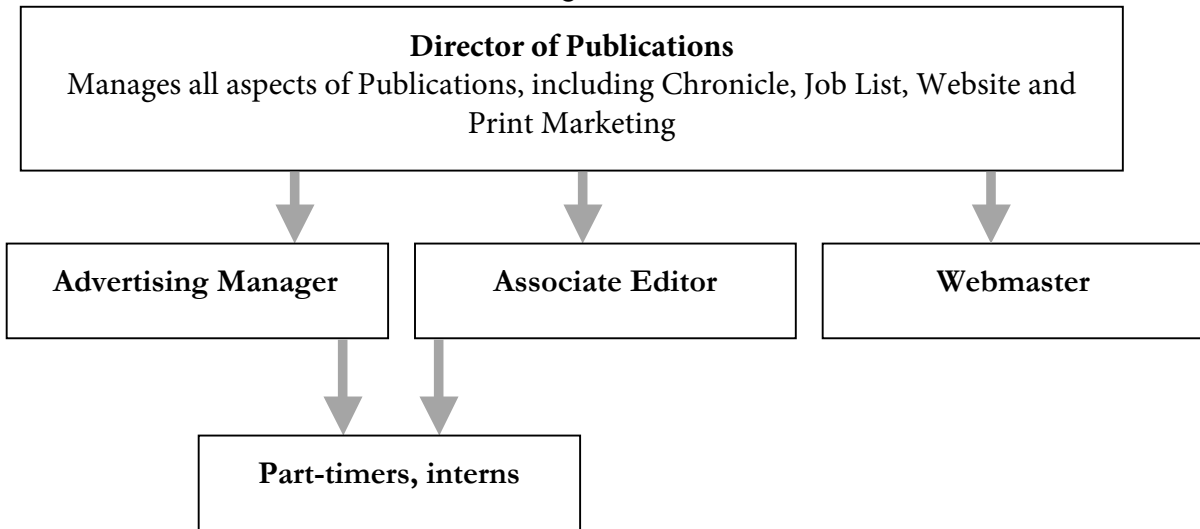
**Publications Objective 7: Raise the stature of the Intro Awards
as major national literary prizes**

- A. Restore *Intro* as an anthology and raise the stature of the Intro Awards.
 1. Use print on demand to print hard copies for distribution as needed by 2013.
 2. Publish as an electronic book for electronic readers by 2013.
- B. Increase the quantity of submissions.
 1. Increase the number of member programs that participate in project.
 2. Send email broadcasts to members calling for submissions.
 3. Assign the board's Regional Representatives the task of increasing their constituent's participation each year.
- C. Create visibility for winners by offering readings at annual conference.

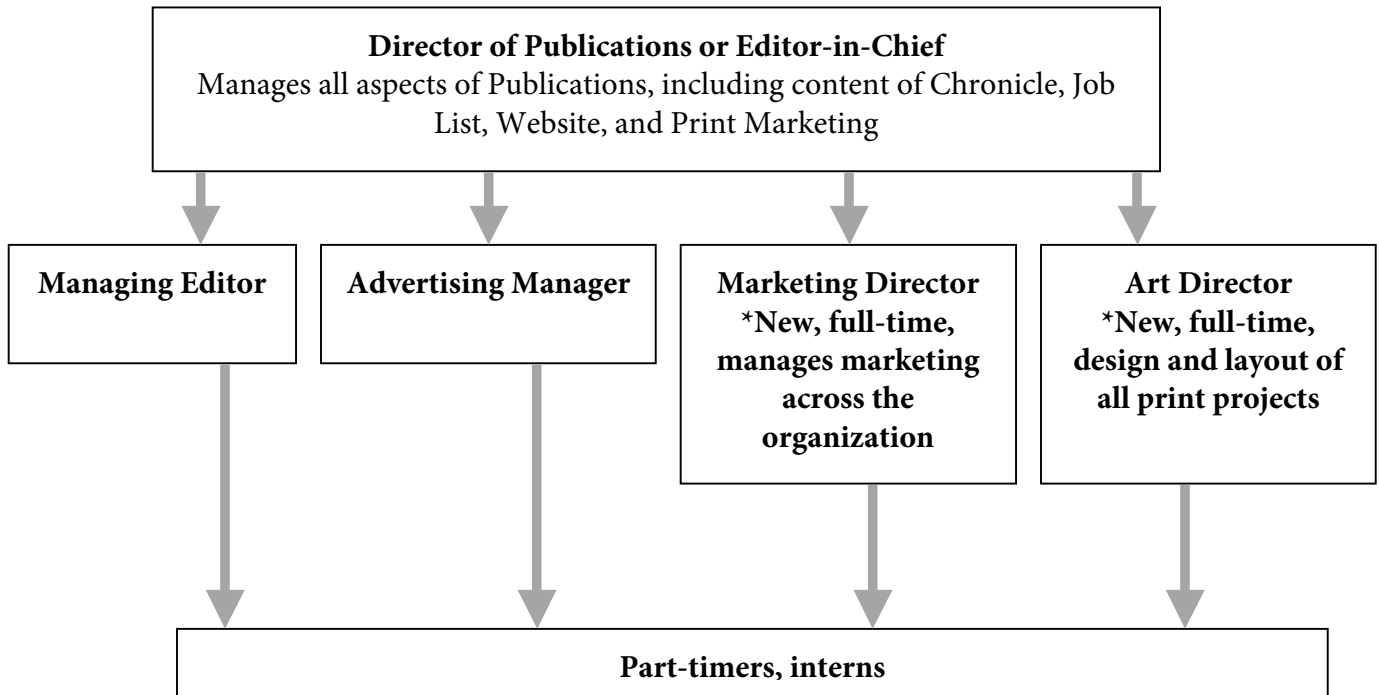
Publications Objective 8: Create Appropriate Staffing Structure to Support Publications & Awards

Note: Webmaster to move to Web services Department by 2015; see “Create a Robust Online Literary Community.”

Publications Organizational Chart, 2010



Proposed Publications Organizational Chart 2015



Expand and Improve AWP's Core Services: Conference and Bookfair

Objectives 2011-2016

1. Increase participation of membership, exhibitors, and the public in the conference.
2. Maintain and enhance the high quality of events.
3. Enhance the public profile of the conference.
4. Create appropriate staffing structure to support the conference & bookfair.

Objective 1: Increase the participation of membership, exhibitors, and the public in the conference and bookfair

Target goal: 10,000 total paid registrants by 2015

- A. Expand number of available conference slots for panels, readings, and receptions.
- B. Use a convention center for exhibitions and meetings rooms for all conferences and bookfairs after 2013.
 - Make use of additional meeting space in hotels and satellite venues to accommodate more panel proposals while keeping costs low.
 - Offer 400 events in Boston (2013), 430 in 2014, 460 in 2015. Regularly offer at least 600 events by 2020.
- C. Keep the conference affordable and accessible to all.
 1. Strive for room rates below \$179/night (2011 dollars) for members when contracting for 2014 and 2015.
 2. Accept bids from all major hotel chains and CVBs for convention centers (2014 and beyond).
 3. Contract sufficient space to accommodate growth.
 4. Enter into multi-year contracts to keep room rates as low as possible (2014 and beyond).
 5. Contract four years out to improve advance planning; do not contract more than four years out to increase leverage with hotels and CVBs.
 6. Select conference destinations with a high concentration of member schools within driving distance.
 7. Select conference destinations with easy access to mass transportation (flight and rail).
 8. Provide accessibility services as necessary with an observance of ADA guidelines, including sign-language interpreters, captioning, Braille programs, infrared hearing devices, etc.
 9. Bid out bookfair to at least three different exhibit companies (2011 and beyond).
 10. Use cost analysis to renegotiate with exhibit companies to ensure lowest possible rates for AWP and exhibitors (2011 and beyond).
 11. Enter into multi-year contract with bookfair exhibit company to reduce rates further.

12. Negotiate the best rates with vendors to ensure the lowest possible rates for exhibit set-up, audio-visual rentals, decorating, signage, and food and beverage.
 13. Do not up-charge for receptions hosted by sponsors at the conference.
 14. Increase revenues from conference advertising, corporate sponsorship, hotel commissions, and promotional opportunities (such as bag inserts) in order to defray production costs.
 15. Evaluate conference fees on a regular basis, and keep early registration rates for exhibitors, members, students, and presenters as low as possible, adjusting for inflation. Rates for late-registration and non-members may increase, to encourage membership and early registration.
 16. Use sponsorship to waive registrations for faculty and students, target goal 1,000 waived annually.
 17. Offer volunteer programs to allow free admission to the conference.
- D. Identify and solicit non-participating presses and magazines.
1. Review participating presses in other bookfairs, including BEA, CLMP, CCCC, and MLA and compare against AWP's participants.
 2. Use strategic mailing lists and promotions to increase participation in bookfair.
 3. Reach target goals of 600 exhibitors by 2013, 675 by 2015.
- E. Tactic: Integrate offsite events more effectively into the conference.
1. Solicit members to list their offsite events with AWP.
 2. Create a comprehensive offsite program guide by 2012.
 3. Create advertising opportunities for off-site guide, and approach local businesses about advertising opportunities.
- F. Enroll businesses and local communities in conference
1. Identify local businesses using chamber of commerce mailing lists.
 2. Approach about advertising and sponsorship opportunities.
 3. Enlist the help of Convention and Tourism Bureaus where the conference visits.
 4. Approach mayor's offices to discuss citywide opportunities.
 5. Continue to gather statistics on AWP's economic footprint on its host city.
 6. Distribute information about AWP's conference to key stakeholders in communities AWP plans to visit.
 7. Identify and enroll local community libraries and book groups in the conference.

Conference Objective 2: Enhance the quality of events

- A. Increase number of panel proposals in each category. Target: 1,100 proposals for 2012, 1,300 by 2103, 1,500 for 2015.
1. Use email, social networking, direct mail, and the website to encourage proposals
 2. Target number of proposals for modules, 2015:

Agents, Contracts, and Contests	100-200
Career Advancement	100-200
Craft of Fiction	100-200
Craft of Nonfiction	100-200
Craft of Poetry	100-200
Fiction Readings	100-200
Poetry Readings	100-200
Cross-Genre Literature Issues	50-100
Cross-Genre Literature Readings	50-100
Nonfiction readings	100-200
Pedagogy	100-200
Program Development	100-200
Publishing & Editing	100-200
Playwriting & Screenwriting	50-100
Regional Focus	75-100
Translation	50-100
Tributes	25-50
Writers Conferences & Centers	50-100
 3. Develop a print “call for proposals” for member programs, bookfair exhibitors, and the public by Spring 2011, distribute at DC conference and send to all member programs, exhibitors, key stakeholders, and allied literary organizations in spring 2011, for the 2012 conference in Chicago.
 4. Create module for “Children’s & Young Adult Literature” for 2012 conference.
 5. Hold a regular, instructional session on proposing events for the conference.
 6. Refine and improve program proposal process to make it easy for members.
 7. Maintain clear, transparent ranking procedures for conference proposals.
 8. Revisit conference module system on an annual basis, and change and amend as necessary to ensure a diverse schedule representative of the membership.
- B. Produce a large, diverse conference with internationally renowned talent at the core.
1. Increase honoraria for keynote speaker to \$20,000 in 2011, establishing the AWP Keynote Event as a coveted spot for top literary talent.
 2. Increase total honoraria for sponsored and featured readers to \$50,000 in 2011, \$60,000 in 2012, and \$75,000 in 2015.
 3. Increase honoraria for AWP-organized events to \$10,000 by 2015.

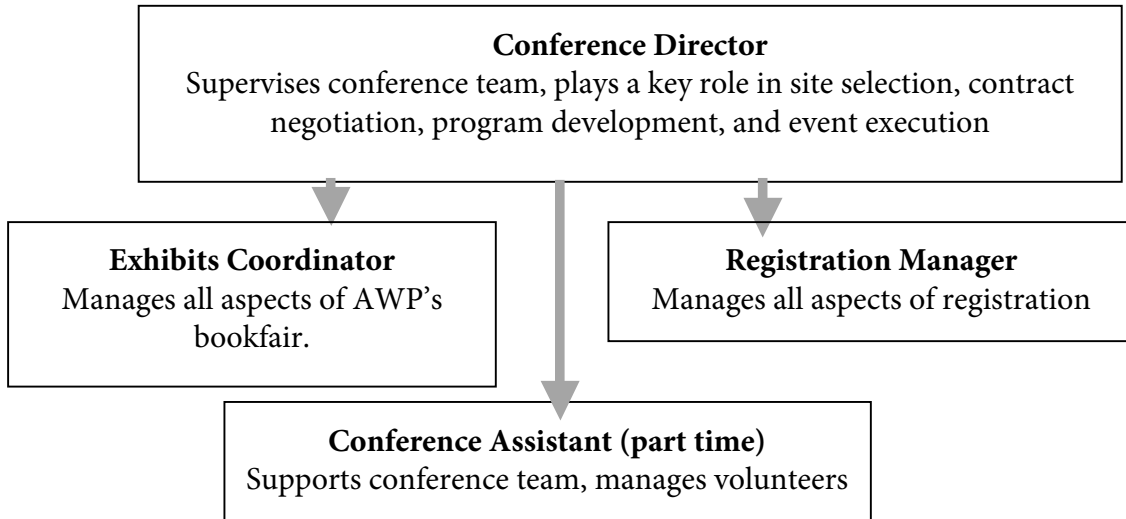
4. Maintain existing partnerships, and build new partnerships to expand participation.
 5. Expand conference committee to regularly include several local members from conference destination.
 6. Maintain an acceptance rate of 40% or below to increase competition and improve quality of proposals.
- C. Provide superior customer service.
1. Refine and improve conference survey, collate results, respond to complaints, and publish survey results annually.
 2. Respond to all inquiries within 24 hours, and maintaining regular, consistent phone coverage.
 3. Create registration system that interacts with AWP's database infrastructure, and allows instant confirmation of registration.
- D. Increase Number of Receptions at Conference.
1. Target goal: 50 receptions each year by 2015.
 2. Continue to host one or more public reception each year.
 3. Use AWP's bulk negotiating power to drive down costs for receptions.
 4. Do not up-charge for receptions hosted by sponsors.
 5. Improve quality and availability of reception venues, offering beyond 7:00 pm slot, using conceded suites and other negotiated contract perks to offer hosts.
 6. Allow sponsors to host receptions by a deadline, then exhibitors.
- A. Eliminate the second-class status of pedagogy presenters by dissolving the Pedagogy Forum into the regular panel presentations of the conference.
1. Increase the number of pedagogy regular conference presentations from 30 to 50 by 2012 and 60 by 2013.
 2. Allocate at least half of these events for students and adjunct faculty.
 3. Secure additional meeting rooms at satellite hotels for Chicago 2012 and Boston 2013 to expand the general number of conference events.
 4. Expand the Pedagogy Committee thus to evaluate and select the pedagogy proposals, so that the Pedagogy Committee will include these seven members:
 - All the trustees of the Professional Standards Committee
 - A current graduate student of a member program
 - A recent graduate or adjunct faculty member of a member program
 5. The Pedagogy Committee will also choose the best of its events for publication in the pedagogy section of AWP eLink and in an annual PDF booklet.
 6. The Pedagogy Committee members will also assign moderators for a blog devoted to pedagogy issues.

Objective 3: Enhance the national profile of the conference

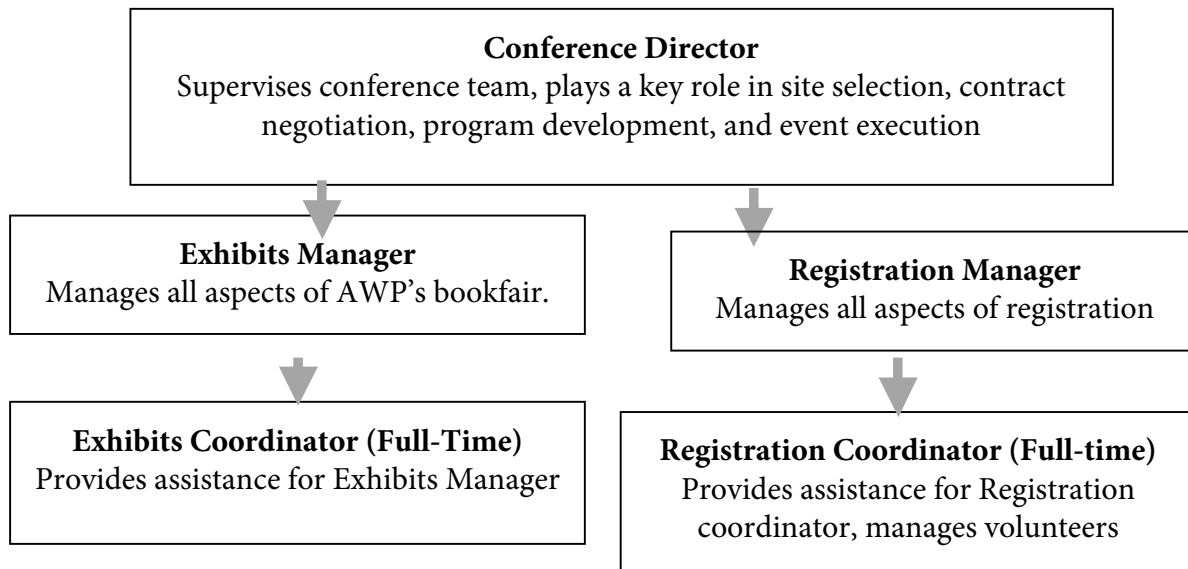
- A. Increase public relations through local and national media.
 - 1. Develop national media list and database (2011-2012). This list should also include AWP's key stakeholders, such as program directors, editors, allied organizations, host institution, and bookfair exhibitors.
 - 2. Develop local media list for each city AWP visits (2011).
 - 3. Develop media kit that includes press release, photographs, marketing materials, and conference statistics (2011).
 - 4. Distribute media kit to local and national media (2011 and ongoing).
 - 5. Collect and archive media coverage of each conference (2011 and ongoing).
 - 6. Solicit featured and sponsored readers to make available for interview (2011 and ongoing).
 - 7. "Pitch" readers to media (2011 and ongoing).
- B. Improve the marketing of the conference.
 - 1. Create effective and attractive direct mail pieces.
 - 2. Use email and social networking to capture existing audience.
 - 3. Develop and analyze best-performing mailing lists.
 - 4. Collect email lists from partners (2012 and beyond).
 - 5. Increase advertising budget for conference: Target goal: \$10,000 for 2011, \$15,000 for 2012, \$20,000 for 2013, \$25,000 in 2015.
 - 6. Identify local media to advertise conference, and create "ad buys" for each conference (2011 and beyond).
 - 7. Try to enlist local media as advertising partners to defray costs.
 - 8. Increase other marketing budget to \$40,000 by 2015.
 - 9. Improve quality of marketing materials for conference, including totebags, lanyards, and programs.
 - 10. Increase number of podcasts on website, and increase web-content to further promote the conference through AWP Blog.
 - 11. Ensure, by 2013, that the keynote address can be reprinted in the *Chronicle*, and re-broadcast on AWP's website.
 - 12. Utilize the web's social networking to promote the conference via Facebook and other sites.

Objective Four: Create Appropriate Staff Structure to Support Conference & Bookfair

Conference Organizational Chart 2010



Proposed Conference Organizational Chart 2015



Goal 4: Strengthen Governance

AWP will refine its nomination process, and we will diversify experience on the board by appointing board members with legal, financial, philanthropic, business, and other professional expertise. We will strengthen the board's fundraising capabilities, empower committees to make them more productive and accountable, improve communication among trustees, staff, and membership, and define our duties and powers as board members.

Objectives 2010-2015

1. Establish greater fundraising capabilities among trustees
2. Improve the board's business expertise, oversight, and accountability
3. Preserve the artistic and academic expertise and diversity among trustees
4. Increase the authority and productivity of committees
5. Ensure unified purpose and collaboration in board and staff work
6. Improve communication with membership and the public
7. Amend bylaws to facilitate reaching these objectives

Objective 1: Establish greater fundraising capabilities among trustees

Tactics

- A. Appoint trustees to the board with previous philanthropic expertise.
- B. Cultivate the collective work that is the basis for effective fundraising:
 1. Affirmation of mission and purpose
 2. Strategic planning
 3. Case statement for general operating support
 4. Case statements for individual projects
 5. Annual reports
 6. Effective public relations and membership relations
 7. Acquisition of data, via surveys, to clarify AWP's needs, successes, constituents, and audiences
 8. Updated board and staff handbooks
- C. Develop fundraising skills of staff and trustees.
- D. Develop and expand the staff as needed to support the trustee's philanthropic work.
- E. Begin orientation of new trustees immediately upon appointment.
- F. Require trustees to honor the job description of board service.
- G. Provide appropriate and frequent recognition of board service. Board members should be recognized frequently and prominently. Significant recognition of board service should be provided:
 - In our publications
 - At public events

- In annual reports
 - In private meetings
- H. Counsel off the board inactive trustees who fail to fulfill annual requirements for board service.
- I. Emphasize fundraising responsibilities in the Board Handbook.
- J. Amend the bylaws to allow for the expansion in the number of appointed board members to diversify the talents and expertise of the board.
- K. Follow rigorous guidelines for the nomination and appointment of new trustees to the board. [See Appendix, “Protocol for Nominations,” and “Matrix for the Recruitment of Trustees.”]
- L. Increase the number of appointed positions on the board.

Objective 2: Improve the board’s business expertise, oversight, and accountability

Tactics

- A. Appoint to the board trustees with previous business expertise in such areas as financial management, investing, law, marketing, publishing, information technology, operations management, and human resources.
- B. Clarify the job descriptions of all trustees, officers, chairs, and committees. Job descriptions should include:
- An organizational chart of the board
 - Specific purpose of trustee’s role
 - Powers of the trustee’s role
 - What constitutes satisfactory performance
 - How the role is crucial to the organization
 - Specific assigned tasks
- C. Follow rigorous guidelines for the nomination and appointment of new trustees to the board. [See appendix, “Protocol for Nominations.”]
- D. Develop a matrix to facilitate the identification of specific kinds of skills needed on the board to make recruitment of trustees as strategic as possible. [See appendix, “Matrix for the Recruitment of New Trustees.”]
- E. Begin orientation of new trustees immediately upon appointment or immediately after election results are complete. Orientation will include:
- Board duties & handbook.
 - Job descriptions for each board member and committee chair.
 - An organizational chart of the board & staff.
 - An overview of philanthropy.
 - History of the organization.
 - Mission, vision, and purpose of the organization.
 - Strategic goals of the organization.

- Campaign Plan and Case Statements for each program.
 - Information about committees and assignments.
 - Conflict of interest policies.
 - A trustee assigned as a mentor of the new trustee.
- F. Require trustees to honor the job description of board service.
- G. Create a formal process for removing ineffective board members. After the conclusion of the annual self-assessment, the chair of the Nominations and Documents committee (usually the Secretary) should remit to the Executive Committee any board members who are falling short in their responsibilities. Board members are considered ineffective if they:
- Do not serve as positive public advocates for the organization.
 - Do not meet their annual fundraising commitment.
 - Violate the organization’s conflict of interest policy.
 - Fail to meet their obligations as committee chairs or trustees.
- The Executive Committee (President, Vice President, Treasurer, Secretary, and Executive Director) will then decide whether or not to propose the removal of a trustee from the board. The removal of a trustee requires a majority vote of the board.
- H. Set eligibility requirements for the board’s officers:
1. Service for at least one year as a chair of a committee.
 2. Fulfillment of the board member’s job description.
 3. Positive public support for the programs and services of AWP.
 4. Managerial, nonprofit, or administrative expertise.
- E. Include the Executive Director in all discussions of the Executive Committee except for those deliberations necessary to assess the performance of the Executive Director.
- F. Charge the Nominations and Documents Committee with conducting, every other year (even-numbered fiscal years), a self-assessment to make the board more accountable to the association, to the literary field, and to funders; the report will seek to measure the board’s work in these capacities as:
1. Fundraisers for AWP.
 2. Advocates for AWP policies and projects.
 3. Representatives of membership.
 4. Stewards of the association’s financial assets and human resources.
 5. Guardians who prevent conflicts of interest.
- G. Develop a checklist for this self-assessment of the board’s progress. [See Appendix, “Checklist for the Board’s Self-Assessment.”]
- H. Amend the bylaws to allow for the expansion in the number of appointed board members to diversify the talents and expertise of the board.
- I. Move to a wholly self-appointing board to ensure diversity of talents in business stewardship and nonprofit oversight.

Objective 3: Preserve the artistic and academic expertise and diversity among trustees

- A. Require in the bylaws that five trustees, designated as Regional Representatives, must be appointed to the board to represent member programs in each of five regions of AWP’s membership: Pacific West, West, Midwest, Southeast, and Northeast.
- B. Set requirements for the appointments of Regional Representatives:
 - 1. Previous or current work as a director or chair of an AWP member program or department.
 - 2. Current employment in a member program in the region which he or she would represent.
 - 3. A track record of cultivating good works and positive public relations for AWP.
- C. Require that these Regional Representatives shall serve as the members of the Professional Standards Committee to ensure expertise in the development of academic policies.
- D. Clarify and enumerate the Professional Standards Committee’s responsibilities in the Board Handbook.
- E. Establish, in the Board Handbook, a timeline for the perennial work of Regional Representatives.
- F. Survey AWP’s membership regularly to provide data with which trustees may make informed decisions in the development of academic policies and artistic programming.
- G. Move to a wholly self-appointing board to ensure that representation of trustees is reflective of the diversity of membership.
- H. Develop a matrix to facilitate the identification of communities that need representation on the board, by age group, gender, ethnicity, and sexual orientation. [See Appendix, “Matrix for the Recruitment of Trustees.”]

Objective 4: Increase the authority and productivity of committees

- A. Appoint trustees with a diversity of expertise appropriate to each committee.
- B. Require that an appropriate committee first vet all proposals for board discussion.
- C. Establish eligibility requirements for those considered for service as the Chair of any committee:
 - 1. Previous service of at least one year as a member of the committee to which one will serve as Chair.
 - 2. Fulfillment of all the duties outlined in the board member’s job description.

3. A track record of cultivating good works and positive public relations for AWP.
- D. Require that trustees honor the job description of board service.
- E. Counsel off the board inactive trustees.
- F. Clarify and enumerate committee member’s responsibilities in the Board Handbook.
- G. Amend the bylaws to allow for the expansion in the number of appointed board members to diversify the talents and expertise of the board.
- H. Establish, in the Board Handbook, a timeline for the perennial work of Regional Representatives.
- I. Clarify and update, in the Board Handbook, the duties of officers.
- J. Survey AWP’s members, subscribers, and conference attendees regularly to establish measurements for the quality of board and staff work.
- K. Establish Balanced Scorecards for the work of each committee.

**Objective 5: Ensure unified purpose and collaboration
in board and staff work**

- A. Require that each committee have at least one staff member among its members.
- B. Cultivate the collective work that is the basis for effective fundraising. (See Objective 1 for an enumerated list of collective work.)
- C. Conduct regular progress reviews of this Strategic Plan at each board meeting.
- D. Require that the Executive Committee shall include the Executive Director in all discussions except for those deliberations necessary to assess the performance of the Executive Director.
- E. Amend the bylaws to make the Executive Director a voting trustee.
- F. Continue the practice of requiring staff reports prepared in consultation with the chairs of the committees attendant to each report.
- G. Develop balanced scorecards for the work of each committee.

Objective 6: Improve communication with membership and the public

- A. Require that Regional Representatives report to their constituents at least four times an academic year.
- B. Continue the practice of the Executive Director’s annual spoken presentation to the Plenary Session of the program directors at the conference.

- C. Continue the practice of regional breakout sessions at the conference to follow the Plenary Session.
- D. Publish an annual report and distribute to all members and donors.
- E. Cultivate future trustees through expanded committees that include non-trustees among committee members.
- F. Conduct self-assessments of the board's work in public relations and membership relations on behalf of the policies and projects of AWP.
- G. Provide new trustees with talking points on AWP accomplishments as part of board orientation.
- H. Survey membership regularly to measure the level of their satisfaction with AWP's projects and services.
- I. Poll the individual members of AWP for prospective panel discussion topics for the AWP Town Meeting.

Objective 7: Amend bylaws to facilitate the above objectives

- A. Establish a wholly self-appointing board to enable greater diversity in business expertise and greater philanthropic effectiveness.
- B. Preserve Regional Representatives for institutional members.
- C. Make the Executive Director a voting trustee.
- D. Amend the bylaws to allow for the expansion in the number of appointed board members to diversify the talents and expertise of the board.

Goal 5: Build a Development Program

AWP will create a Development Program, with the objective of expanding and diversifying AWP's contributed revenue sources to enable AWP to improve its services and to ensure the long-term stability of AWP. AWP seeks to raise an additional \$250,000 by 2016 through foundations, special events, board fundraising, individual gifts, corporate support, and government grants. AWP will establish an annual fund, create a Director of Development & Advancement position, and draft a development plan.

Objectives 2011-2016

1. Establish a development program at AWP
2. Maintain and expand existing contributed revenue streams
3. Develop new contributed revenue streams (foundations support & special events)
4. Create appropriate staff structure to support development efforts

AWP Contributed Revenue Portfolio	2011	2016
Conference Sponsorship	\$250,000	\$300,000
In-Kind Support from Mason	\$100,000	\$100,000
Federal Grants	\$75,000	\$75,000
Cash Support from George Mason University	\$25,000	\$25,000
Corporate support	\$25,000	\$50,000
Non-trustee individual support	\$20,000	\$50,000
Board giving programs	\$8,500	\$25,000
Special Event (Net)	\$10,000	\$75,000
Foundations	\$-	\$75,000
TOTAL	\$513,500	\$775,000

Objective 1: Establish a Development Program

- A. Create a Development Director position (July, 2010).
- B. Build the necessary structure to support development.
 1. Develop template for regular Annual Report (October 2010). The annual report should position the organization as a leading literary service organization that is broadly supported, sustainable, and professionally managed.
 2. Complete comprehensive Strategic Plan, 2011-2016, which expresses the organization's programmatic and internal goals for the next five years (October 2010).
 3. Create a Case Team, consisting of the Executive Director, Development Director, and Development Committee.

4. Create Case For Support (February 2011).
5. Create a modular case for support, identifying those areas for which AWP is seeking support, 2011-2016 (in tandem with strategic planning efforts). Analyze resource allocations for each specific program.
6. Determine objectives for each program, and create an “Option Menu” for each program or potential funder.
7. Develop database capabilities to support corporate and foundation research (Spring 2011)
8. Create Development Databases, which will include capacities for managing the following:
 - Foundation research and solicitation
 - Corporate research and solicitation
 - Federal grant research and solicitation
 - Conference sponsor solicitation and management
 - Individual giving programs; tracking, solicitation, recognition and prospecting
 - Board giving programs
 - In-Kind Support
9. Begin populating databases (ongoing).
10. Subscribe to relevant databases and information sources for philanthropy (FoundationSearch, Foundation Center, *Chronicle of Philanthropy*, Association of Fundraising Professionals).
11. Recruit at 1-2 individuals with professional development experience to the board (FY2012).
12. Add staff as necessary to support development efforts.

Objective 2: Maintain & expand existing contributed revenue sources

AWP’s has identified the following current contributed revenue programs:

1. Conference Sponsorship	\$250,000
2. In-Kind Support from George Mason	\$100,000
3. Federal Grants	\$75,000
4. Cash-support from George Mason	\$35,000
5. Corporate support from Amazon.com	\$25,000
6. Individual giving programs <i>other than board support</i>	\$20,000
7. Board giving programs	\$8,400
8. Literary Partnerships (in support of the conference)	<i>in-kind</i>

TOTAL BASE CONTRIBUTED REVENUE IN FY 2011: \$513,400

TARGET GOAL: Raise an additional \$100,000 by 2016 through AWP’s *existing* revenue streams, expanding revenue in:

- Corporate sponsorship \$25,000

- Conference sponsorship \$50,000
- Non-trustee individual support \$30,000
-

Conference Sponsorship

- A. Maintain at least a 50% pledge renewal rate for sponsors, year to year.
- B. Develop comprehensive prospect database for sponsorship that includes:
 1. Past sponsors
 2. Current Sponsors
 3. Program Directors
 4. Advertisers
 5. Allied literary organizations
 6. Bookfair Exhibitors
 7. Trade Presses
- C. Identify target prospects at least two years out, and develop sponsorship materials for conferences at least 24 months in advance.
- D. Identify Board Conference Chair at least 16 months prior to the conference.
- E. Host fundraising luncheons in destinations 16-24 months prior to conference, with an invitation from the regional representative/conference chair, as well as informational sessions at the AWP conference. Follow up with updates to invitees.
- F. Expand promotional opportunities for sponsors:
 1. Insertion of promotional items into conference tote bags (currently \$1.50/insert, 5,000 minimum)
 2. Key card sponsorships
 3. Signage opportunities
 4. Room drop program
 5. Event sponsorship opportunities
- G. Create a database for each host city, identifying local businesses in communities where AWP visits for possible small business sponsorship program (local restaurants, businesses, bookstores, performing arts venues).
- H. Reach out to state and local arts councils where AWP visits, 24 months in advance.
- I. Rank potential sponsors and approach at least 1,000 prospects by mail four times; 300 individuals by phone.
- J. Maintain superior service for sponsors.

Federal Grants

- A. Maintain level of funding through the National Endowment for the Arts (\$75,000 in FY11).
- B. Expand relationship with NEA through consortium grant proposals, as our peer organizations have done (Academy, Poets & Writers, etc.)

- C. Identify other federal agencies likely to support AWP (NEH, Community Service Initiative etc).
- D. Approach relevant agencies about potential proposals.
- E. Maintain prompt, accurate reporting for federal agencies and observance of federal requirements for grantees.

Support from Host Institution

- A. Maintain close relationship with host institution.
- B. Identify ways to expand and improve relationship with Host Institution, including consortium grants, increased in-kind support, increased cash donation, reduced fees for services, partnerships (e.g. Fall for the Book).

Corporate Support

- A. Create a Corporate Gift Acceptance Policy to give the staff guidance on which corporations the staff may or may not solicit for support.
- B. Maintain relationship with Amazon.com for AWP Awards Series.
- C. Research corporate giving profiles to find those corporations who are geographically and programmatically aligned with AWP.
- D. Identify at least 15 prospects for other corporate support or sponsorship opportunities (Spring 2011).
- E. Make initial approach potential corporate sponsors in spring, 2011. Secure an additional \$25,000 in corporate support by 2016.

Board Giving Program

- A. Increase annual board give-or-get cash gift to \$1,000 per board member by December 31, 2011 (Development Committee; adopted resolution, April)
- B. Encourage board members to seek support for travel and lodging to AWP board meetings and conference; reduce overall board & governance expenses.
- C. Work with Chair of Development Committee to create a board incentive program.
- D. Track board giving and issue regular updates through the Development Committee.
- E. Target goal: Board giving at \$25,000 by 2016.

Individual Giving Program

- A. Shift focus away from endowment fundraising, creating \$20,000-\$30,000 in gifts towards the support of general operations (FY11)
- B. Create, populate, and maintain a comprehensive prospect database for individual giving (FY11) This should include:
 1. Past donors
 2. Past Board members

3. Awards Series winners
 4. Contributing editors
 5. Students
 6. Faculty at member programs
 7. Individual Members
 8. Subscribers
 9. Advertisers
 10. Other key stakeholders
- C. Develop an Asset List to determine what AWP can offer for various levels of membership (Fall 2010).
- D. Create Tiers of Giving Memberships, similar to our sponsorship materials, which will include individual membership along with other assorted benefits. These will be marketed as a way to support AWP. A portion of the upper tiers would include contributed revenue. For example, tentatively:
1. Regular Membership (\$65). Nothing different.
 2. “Sustaining Membership” (\$125). Includes membership + partner pass to receptions.
 3. “Contributing Membership” (\$250). Includes all the benefits of a sustaining membership, plus one award series title.
 4. “Friend of AWP” includes all benefits of contributing membership, plus an invitation to Friday & Saturday night private receptions.
 5. “Patron Membership” (\$1,000) includes all benefits of Friend of AWP, plus two invitations to private Friday & Saturday night receptions.
 6. “Benefactor” \$2,500 or more includes all the benefits of 5, plus a private dinner invitation with one of AWP’s featured writers.
- E. Develop new solicitation materials for Fall 2010 and Spring 2011 (once fundraising plan is approved).
- F. Evaluate AWP’s past donor history to identify potential major donors (FY11).
- G. Launch two separate fundraising drives each year, target pool at least 15,000 each drive.
- H. Reach outside the organization to expand development prospects, identifying board members and donors of allied organizations.
- I. Expand recognition opportunities of individual donors in:
- Annual Report
 - *Writer’s Chronicle*
 - Website
 - Conference
- J. Develop new individual giving recognition program, identifying gifts for escalating levels of support. These are strictly philanthropic gifts only, 100% tax deductible, with no benefits in return for gifts.
- K. Expand non-trustee individual fundraising to \$50,000 by 2016
- L. Develop clear criteria for prospective partners and a regular process for reviewing and accepting an organization as a Literary Partner [See “AWP Policy on Literary Partnerships” in the Development Director’s report.]

- M. Maintain existing partnerships with important allied literary organizations, including: The Academy of American Poets, Writers in the Schools Alliance, the Council of Literary Magazines & Presses, the Poetry Society of America, PEN American Center, Poetry Foundation, and the Library of Congress
- N. Leverage existing partnerships to maximize attendance at conference, using partner calendars, websites, and email blasts to constituencies that could benefit from the conference/AWP services.
- O. Expand partnership program to bring in sympathetic constituencies outside of AWP's current sphere of influence, reaching out to allied literary organizations presently unaffiliated with AWP, such as the Author's Guild, BookExpo America, American Association of University Presses, etc.

Objective 3: Develop New Contributed Revenue Streams

TARGET GOAL: Raise an additional \$150,000 by 2016 through two primary sources:

- | | |
|------------------------------|----------|
| 1. Foundations | \$75,000 |
| 2. Special Event Fundraising | \$75,000 |

Foundation Support

- A. Create the materials necessary to approach funders
 - 1. Strategic Plan (Fall 2010)
 - 2. Annual Report (Fall 2010)
 - 3. Case for Support (Fall 2010):
 - a. Case Statement
 - b. Summaries of projects at AWP to ask for funding: Bookfair, Conference, Awards Series, Publications, web development, surveys, and general operation support
- B. Conduct Prospect Research (2011 and ongoing)
 - 1. Build appropriate database for conducting prospect research (Fall 2010)
 - 2. Create a research profile (Fall 2010) The research profile should include:
 - a. List of similar organizations to AWP
 - b. List of projects for which AWP seeks support (see case statement)
 - c. List of "search terms" expressed in common fundraising vernacular (e.g. "Conferences & Seminars," "Poetry," "Literature," "Higher education," "Technical Support," "Publications," etc).
 - d. Geographic focus (National, regional for conferences, regional for operating support from local foundations)
 - e. Determination of type of support needed:
 - f. Operating funds
 - g. Endowments

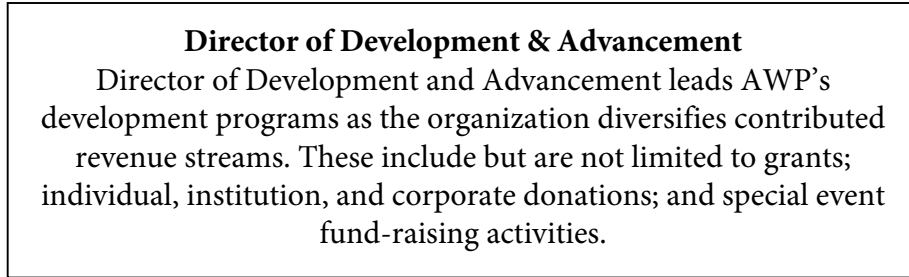
- h. Capital funding
 - i. Continuing Support
 - j. Seed funding
 - k. Program funding
 - l. Matching gifts
 - m. Research funding
 - n. Determine amount we are seeking
 - o. Determine time period for support
 - p. One-time gifts
 - q. Funding over 12-18 months
 - r. Funding for 2-3 years
 - s. Continuous funding (more than 3 years)
3. Subscribe to appropriate data services
 4. Start researching through relevant databases.
 5. Populate prospect database with potential funders, including:
 - a. Contact information
 - b. Relevant giving programs
 - c. Assets
 - d. Board officers
 - e. Recent grantees
 - f. Giving protocols/method of approach
 6. Rank prospects by potential and program, producing a master list of at least 100 foundation prospects by spring 2011.
 7. Narrow list of foundations to produce list of at least 30 prospects by Spring 2011, with summary list of programs we are seeking support for, and “potential match” profile, detailing potential alignment of foundation priorities with AWP’s programs and future plans.
- C. Approach funders (Beginning Late fall/early Spring FY 2011).
1. Collect guidelines from identified prospects.
 2. Approach with initial phone call where appropriate.
 3. Send at least 30 letters of inquiry by April 2011.
 4. Write Grant proposals as requested.
 5. Practice excellent grant management with secured support

Special Event Fundraising

- A. Research details of special events of other literary organizations. By 2012, deliver report detailing how these special events function, their net grosses, etc.
- B. Create a special VIP Fundraising Event for the 2014 Conference
- C. Identify other possible special event opportunities for future conferences (2012-2013):
 1. Private dinners
 2. Auctions
 3. Private receptions

Objective 4: Create Appropriate Staff Structure to Support Development Program

Development Organizational Chart 2010



Proposed Development Program Organizational Chart 2015

