Not Only For Now

Strategic Plan (2018-2021)

THE GALLERY PRESS
Loughcrew · Oldcastle · County Meath · Ireland

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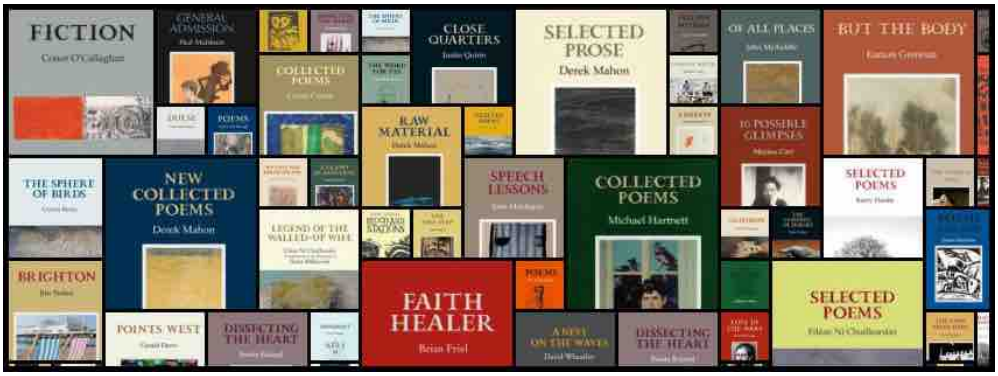
Mission

The purpose is praise. Peter Fallon founded The Gallery Press in 1970 to publish, preserve and promote the achievements of outstanding Irish writers, with particular emphasis on books of poetry and drama. By careful, caring editing The Gallery Press nurtures exceptional talents, both new and established, and introduces those authors to local, national and international audiences.



Vision

As a vital presence in Ireland's literary and cultural life for almost half a century The Gallery Press aims to continue to inspire, celebrate and honour exceptional achievements in the arts and in the artists it publishes who, in turn, enrich the lives of many.

Values

Our core values are excellence and integrity, and by adhering to them The Gallery Press is intent on safeguarding the standards that have earned its reputation for quality and distinction in Ireland, and abroad.

The poets on the Gallery list are indispensible to the art of poetry as an ongoing endeavour in Ireland: indispensible to the honour in which that art is held at home and to the honour which it earns for us abroad.

— Seamus Heaney

Introduction

History

Peter Fallon started publishing books in 1970 to provide a platform for the work of new writers. The publication of plays (the first by Tom Murphy) soon followed. Within a few years, as the reputations of some of those authors grew, other established writers joined The Gallery Press from other imprints. The latter included writers such as Brian Friel, Medbh McGuckian and Derek Mahon who felt, at last, that their work could be published and represented well in Ireland. In the intervening decades The Gallery Press has fostered generations of new writers. Now, though it is a local enterprise, it has a global reach.

The Gallery Press has published books by each of the six holders of the Ireland Chair of Poetry including the inaugural laureate, John Montague (14 titles since 1979) and the current holder, Eiléan Ní Chuilleanáin (14 titles since 1972). The Gallery Press is the only Irish publisher of books that has won the T S Eliot Prize, The Forward Prize for Best Collection and the Forward Prize for Best First Collection. The number of books that have been shortlisted for or have won the *Irish Times* Poetry Now Award and the more recent Pigott Poetry Prize is unmatched. That a book published in the Irish Midlands won the Griffin International Prize for Poetry (*The Sun-fish* by Eiléan Ní Chuilleanáin) is a remarkable triumph. The Gallery Press has published books by winners of the Pulitzer, Booker and Nobel Prizes, New York Public Library Cullman Fellow (2018-19, Vona Groarke) and the Windham-Campbell Prize (Marina Carr). The Gallery Press has itself received a Better Ireland Award and the Clarissa Luard Award of the Cohen Foundation. During the heyday of the Irish Book Design Awards The Gallery Press exercised a virtual monopoly, earning prizes and medals each year. The widespread admiration for the books' distinctive, simple and elegant design, including its signature use of woodcut lettering and its inspired selection of visual art on its covers, continues to grow.

While The Gallery Press is devoted to the work of Irish authors it embraces world literature, classical and contemporary, through translations by them. The Gallery Press has pioneered also bilingual editions (among them *Pharaoh's Daughter* by Nuala Ní Dhomhnaill with translations by 13 Irish poets and, more recently *Foreign News* by Aifric Mac Aodha with translations by David Wheatley) and continues to expand the audience for poetry composed in Irish. Its *Collected Poems* and *New Collected Poems* of Derek Mahon, John Montague, Ciaran Carson, Dermot Healy, Eiléan Ní Chuilleanáin and others celebrate monumental achievement. The five-volume *Collected Plays* of Brian Friel is bestrewn with masterpieces.

From time to time The Gallery Press also publishes prose — fiction by Brian Friel, John Banville and Tom Mac Intyre, critical essays by Dennis O'Driscoll and Derek Mahon and more personal essays by Derek Mahon and Vona Groarke. We also published Seamus Heaney's Nobel Lecture, *Crediting Poetry*, on the day he delivered it and continue to keep it in print.

To honour the trust placed in it by remarkable writers The Gallery Press acts as an agent for them, exercising rights on their behalf, negotiating foreign editions in English, and in translation, and promoting them and their work, in Ireland and abroad.

But The Gallery Press does more than all of this. The books we publish are **not only for now**. We see ourselves as **building a library** for present and future readers.

Strategic plan

Now approaching our 50th anniversary, having published more than 500 titles, and with the aim of continuing to foster excellence in the arts of poetry and drama for years to come, The Gallery Press has recently completed a Strategic Review which examined our strengths, weaknesses, opportunities, and threats, as well as our business processes, our marketing requirements, and our training needs as we face challenging times while recognizing an exciting future for literary publishing in Ireland. We are pleased, as a result, to present ***Not Only for Now***, our Strategic Plan which outlines our Strategic Objectives for 2018 to 2021. Our Strategic Plan is reinforced with two background documents: Our *Not Only for Now* **Action Plan 2018-2021** which elaborates the detail of how we intend to deliver on our Strategic Objectives, and our **Promotion and Marketing Plan 2018-2021**.

The following are the five overarching Strategic Objectives we have identified which will determine our decision making and focus, and which will help us to assess and to measure what has been achieved over the years of this Strategic Plan:

1. **Developing our Authors**

2. **Fostering Excellence and its Potential through Publishing**

3. **Broadening and Deepening our Local, National and International Audiences**

4. **Promotion and Marketing**

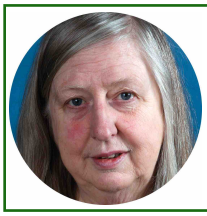
5. **Fundraising**

We are a small but highly motivated organization, intent on learning, evolving and adapting. Our director, editor and designer **Peter Fallon** is supported in the operation of The Gallery Press by three dedicated and gifted colleagues:

- **Jean Fallon:** Operations manager, HR, in-house financial management, marketing, production team, proofreader, data protection;
- **Suella Holland:** Typesetter, co-designer, production team, royalties/ permissions, IT/website/social media manager, data analytics, media/ photography;
- **Anne Duggan:** Customer liaison, sales, day-to-day Accounts, invoicing/ shipping, liaising with festival and event organizations.

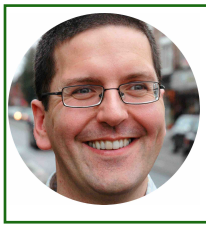
To be blunt about it if Gallery weren't there Irish plays wouldn't be published here and Irish playwrights would be dependent on the commercial whim of a handful of English publishers.

— Brian Friel



[The Gallery Press] made publication in Ireland to be a sign of success rather than failure, which I think it probably was in an earlier period.

— Eiléan Ní Chuilleanáin



It is some roll call, and more than bears comparison with other great independent presses of the same vintage . . . I cannot imagine the past half-century of poetry without Gallery's books. Anyone who loves Irish poetry loves The Gallery Press.

— John McAuliffe

Strategic Objective 1

Developing our Authors

The Gallery Press aims to continue to care for and develop our authors so that they are encouraged to create excellent work, and to preserve our position as their ally and agent.

We will do this by:

- maintaining our recognized high standard of editorial professionalism and expertise
- continuing to guarantee contracts before publication, payment of advances, and annual royalty reports and payments
- making sure that our authors are well represented across all media, in literary festivals, arts centres, schools, universities, and by entering their work for prizes and awards
- promoting and marketing our authors' work
- taking every opportunity to celebrate our authors and their achievements
- ensuring that our authors are remunerated for their work
- negotiating on our authors' behalf overseas editions and translation rights
- recognizing the value and importance for authors of sharing a stage/event with other writers.

Measurement

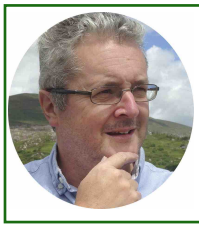
We will gather and analyze data from authors regarding their experience of working with us, and from managers and attendees at various author-led events, so that we are fully informed and well positioned to adapt to the specific requirements of our authors.

We will track audience engagement from partnerships and alliances where authors and their works appear, and from responses to television and radio author appearances, to news media, and to our online campaigns, so that we gain valuable insights for our authors and for ourselves.

By 2021 we will have:

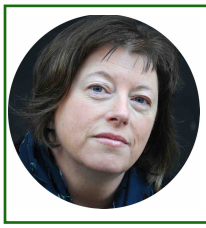
- maintained our high standards of attention to authors and their work
- continued to ensure our authors are well represented in literary festivals, arts centers, theatres, universities, schools, journals, anthologies, academic publications and newspapers locally, nationally and internationally
- promoted and marketed our authors' work to local, national, and international audiences

- ensured that our authors are remunerated for appearances at events, and are otherwise paid for their published work
- expanded our online promotion of authors and their work
- continued negotiating overseas editions and translation rights on our authors' behalf



Being published is about more than seeing your work between covers; it's about knowing that your manuscript will be seriously engaged with and responded to, that there are standards it has to reach, that it matters somehow.

— Peter Sirr



The care taken there with all stages of a book's lifespan — from editing to book production and to its subsequent (and crucial) marketing — has been heartening and enabling.

— Vona Groarke

I value the press for several things: first, for the quality of the editorial response — from crucial granular aspects such as copy-editing to the larger issues of the shape of a collection.

— Justin Quinn

These exacting standards, I believe, helped to showcase my work in the best possible light . . . My experience with Gallery Press and my exposure to their expertise has made me determined to improve my own standards as a poet and writer and to strive for excellence in the future.

— Ailbhe Ní Ghearbhuigh

It was a great honour to read there, and especially good to line up alongside Tom [French] and Eiléan [Ní Chuilleanáin] who were great.

— Andrew Jamison, *Gallery Goes* to Bellaghy

Strategic Objective 2

Fostering Excellence and its Potential through Publishing

The Gallery Press will continue its discovery and publication of authors who demonstrate excellence, or potential for excellence (a central objective), in the arts of poetry and drama.

We will do this by:

- remaining flexible and open in our publication scheduling to accommodate new voices, urgent new titles, reprints to coincide with play revivals, and to deal with possible delays in promised new manuscripts
- publishing work by authors new to The Gallery Press
- continuing our canonical and cherished series of monumental *Collected Poems* (Eiléan Ní Chuilleanáin) and adding to our list of volumes of *Selected Poems* (John McAuliffe), *New Selected Prose* (Derek Mahon) and updated Selecteds (John Montague, Medbh McGuckian)
- our Action Plan contains a list of forthcoming selected titles/authors and demonstrates our commitment to cutting-edge bilingual editions, in-cluding the introduction of a new wave of Irish language poets to an English-speaking audience.

Measurement

We will gather data on the reception to authors' work from authors, bookshops, audiences at events, reviews, online responses and sales, and radio and television audience numbers in order to continually monitor our quest for excellence, and to ascertain the degree of author and audience satisfaction with our publications and the work we do.

By 2021 we will have:

- remained open and flexible in our publication schedule in order to encourage and publish new authors who demonstrate excellence or the promise of excellence in English and Irish poetry, drama, and occasionally prose
- published work by authors new to The Gallery Press
- published '50', our planned celebratory two-volume anthology showcasing work first published by The Gallery Press, while also including the work of new authors
- published a range of cutting edge bilingual editions
- published a range of books by established and canonical Irish authors
- maintained close editorial contact with our authors regarding their future collections

- have met with potential new authors regarding manuscripts under leration

. . . a quiet and considered word of praise from the same editor who published Eiléan Ní Chuilleanáin, Marina Carr, Nuala Ní Dhomhnaill and others, truly continues to be everything that counts.

— Aifric Mac Aodha

A Gallery book is an event — something is added to the cultural life, a small signal that the tradition continues, and the pulse of poetry, which is one of the defining riches of Ireland, is beating still.

— Peter Sirr

There are significant keywords I can offer as underpinning that relationship between writer and publisher/editor across the years — amongst them the standards of professionalism, commitment, vision and integrity and the steadfast dedication that characterize the production of every Gallery Press production

— Michael Coady

. . . the privelege I enjoy of sharing a publisher with such a distinguished list of playwrights

— Jim Nolan

Strategic Objective 3

Broadening and Deepening our Local, National and International Audiences

The Gallery Press aims to broaden its reach and to bring the work of our authors to more local, national and international audiences, readers and listeners.

We will do this by:

- collaborating with our authors, and local, national and international bookshops, venues, schools and universities to create new and exciting ways of presenting work to local, national and international audiences, including building on our current *Gallery Goes* campaign
- creating further opportunities for audiences to engage with our authors and their work by developing and broadening our strategic alliances across the local, national and international cultural sector, including Embassies abroad on foot of discussions with the Secretary General of the Department of Foreign Affairs and Trade
- directing local, national and international media attention on The Gallery Press to mark our 50th anniversary in 2020
- publication of '50' — a two-volume anthology representing the first fifty years of The Gallery Press
- broad distribution of our Drama Catalogue (2018), showcasing over seventy titles, to encourage both amateur and professional plays on our list
- ongoing promotion of our **Become a Friend** of The Gallery Press scheme
- ongoing promotion and marketing of The Gallery Press authors and publications.

Measurement

We will collect and analyze all data — sales, sign-in at events, through Eventbrite and Facebook, via emails, MOUs, audience comments, author feedback, statistics from online host foundations (The Poetry Foundation, Poetry Archive, ProQuest, Irish Poetry Reading Archive), readership figures from TLS, Poetry Daily, *The New Yorker, The Irish Times*, specific surveys, and award events — so that we can continually monitor national and international audience engagement.

By 2021 we will have:

- celebrated our 50th anniversary (2020) by engaging local, national, international, and online audiences through '50' (our milestone publication) and our associated activities in Ireland and further afield
- created new audiences in colleges, schools, theatres, at events, festivals, arts centres and bookshops locally, nationally and internationally
- developed exciting and innovative ways to present authors' work at home and abroad
- broadened our reach through expanded online activity, and ongoing promotion and marketing
- continually monitored local, national, and international audience engagement with The Gallery Press authors, events, and publications.

In the United States, Gallery has often been my calling card. Anyone who knows Irish poetry here knows Gallery and knows that, if you're published by Gallery you're worth taking seriously.

— Ciaran Berry

The festival was bloody marvellous. I cannot remember when I last had such an intense poetry experience, with so many different voices from all over the world. It was great to be a part of it.

— Nuala Ní Dhomhnaill,
Gallery Goes to Cork International Poetry Festival

The two Gallery Goes readings we had — in 2015 and 2016 — were very special and gave our audiences a chance to hear some wonderful poets, and we will always remain grateful to The Gallery Press for sending them our way!

— Paul McAvinchey, JIHSS, event promoter

Deep excitement. Just booked Stephen Rea reading Derek Mahon's 'New York Time' based on 'The Hudson Letter' @KilkennyArts 18th August #cantwait

— Cormac Kinsella, customer

Strategic Objective 4

Promotion and Marketing

The Gallery Press publications are recognized for their excellence in content and design, both nationally and internationally. We have well established national and international sales routes through bookshops, online and at festivals and events. Nevertheless, literature faces serious challenges. In recent years sales of books, especially of serious literary content, have fallen steeply, traditional outlets have dwindled, exporting of books has become hugely expensive and the muscle power of corporate conglomerates such as Amazon has made low volume sales more difficult for a small independent enterprise such as The Gallery Press.

As a result of our Strategic Review we recognize that we must adapt and find ways to sustain the sales we already have, and to find new ways to do the business of promotion and marketing of literature. Therefore, our Promotion and Marketing Plan includes: an enhanced online social media strategy (which will also provide data on audience engagement with our books, launches, events, and website) and aims to broaden our MOU agreements with venues, festivals, and events (delineating our mutual responsibilities regarding author appearances, promotion of events, and sales, along with a built-in agreement to exchange data on book sales and audience numbers). It also aims to expand our **Become a Friend** campaign, to broaden strategic partnerships, to promote bilingual publications, and to grasp the opportunity of promoting The Gallery Press through the public impact of our 50th anniversary celebrations.

Measurement

As marketing is a vital element of our business, our Promotion and Marketing strategy must always respond and adapt to change. We will constantly monitor data from online and bookshop sales, customer insights, surveys, MOU reports of sales and audience returns, website responses, responses to radio and television readings and author interviews, so that we are in a position to adapt our Promotion and Marketing strategy to the needs of our audiences and our authors.

By 2021 we will have:

- created new local, national, international, and online markets for our authors' work
- ensured that we are always audience focused in our promotion and marketing of The Gallery Press and its authors
- retained our present customers and gained new customers
- created an online quarterly Newsletter
- presented regular special offers for Friends of The Gallery Press
- updated our website keyword search strategy
- continually updated our website so that it is always customer focused
- made full use of online marketing

- increased our profile among drama groups/theatre groups via ongoing local, national and international distribution of our Drama Catalogue (published 2018)
- monitored/measured our sales, and our promotion and marketing strategy via customer insights, MOU reports, and data analytics

People who are in the poetry game know Gallery Books as much as they know the individual poets themselves. I hate using the word, it's a brand that's internationally recognized.

— Gerald Dawe

Became a friend of Gallery a while back. I would have bought the books anyway but the discount allowed me to buy even more.

— Shane Lalor, customer

They came in their hordes to honour the late Dermot Healy & his new 'Collected Poems' — our honour to host the launch with Peter Fallon & Helen Gillard & Sheila McSweeney

— Yeats Society

Ailbhe Ní Ghearbhuigh hypnotising us with her beautiful Irish-language poetry.

— West Cork Literary Festival

Strategic Objective 5

Fundraising: Our Patrons' Scheme

In precarious times for serious literary publishing we have initiated a **Patrons' Scheme** to help us to realize our **2020 Vision** marking our 50th anniversary and to prepare for the years beyond. We are delighted that Anne Friel, Loretta Brennan Glucksman and Marie Heaney have agreed to become Honorary Patrons of our Scheme.

Following the offer of assistance and advice from a fabled fundraiser, Loretta Brennan Glucksman, Chairperson Emeritus of the Ireland Funds, we have published (2018) a prospectus outlining specific aims and needs for the life of our Strategic Plan. This invitation, which lists what we will offer Patrons, is being presented to interested supporters and philanthropists in Ireland and abroad (commencing September 2018).

We have set up a separate bank account to ensure that funds raised from Patrons are ring fenced and channeled directly to the aims as listed.

Aims of the Scheme:

- to create a funding stream to facilitate our extra requirements between 2018 and 2021, including our 50th anniversary
- to publish (in 2020) an anthology in two volumes (c.1000 pages) demonstrating the richness of material first published by The Gallery Press in the course of half a century
- to facilitate the lead into and the celebration of the 50th anniversary of the Press's foundation on 6 February 2020 by arranging events through exciting partnerships (first with Trinity College Dublin where it all began) in Ireland and abroad
- to restore to print, forty titles by Brian Friel, Thomas Kilroy, Derek Mahon, John Banville, Vona Groarke, Eiléan Ní Chuilleanáin, Nuala Ní Dhomhnaill, Seamus Heaney, Marina Carr and others to refresh our backlist and to ensure the availability of key texts for authors, readers, teachers, students and amateur theatre companies in order to satisfy authors' and readers' wishes and to ensure that we don't forfeit rights to titles
- to present a Touring Exhibition of artwork that has adorned Gallery's covers and graced its pages

By 2021 we will have:

- generated a funding stream to facilitate our extra requirements between 2018 and 2021 (including our 50th anniversary celebrations at home and abroad, '50' our major anthology, our associated exhibition etc)
- funded the revival of our backlist
- presented a Touring Exhibition of artwork associated with The Gallery Press publications

Books from The Gallery Press are always a pleasure to handle and a reminder of the standards we should expect in poetry publication

— John Greening, *TLS*

The volumes I have published with them have pride of place on my shelves, where, with their simple elegance of design, handsome typeface and beautiful bindings, they make the majority of the books around them look shabby and shamefaced. Gallery's contribution to the cultural life of this country over nearly fifty years is inestimable. The title 'national treasure' is these days conferred, facetiously for the most part, on almost any old thing — person or institution — but The Gallery Press truly is an enterprise to be treasured by the nation.

— John Banville

Evaluation and Monitoring

We have appointed a professional consultancy panel to assist us with ongoing monitoring and annual evaluation of our Strategic Objectives and to advise us on various aspects of our governance and business needs:

- **Michael O'Connell, Legal and Governance Adviser:** litigation consultant with Timothy J Hegarty & Son, Cork, and accredited CEDR Mediator. O'Connell has longstanding involvement with arts organ-izations, including terms as Chairman and Board Member of both Triskel Arts Centre and Cork Film Festival, in which time he oversaw and participated in both organizations undergoing successful structural and governance appraisals, including fundraising for change.
- **Éimear O'Connor MBA, Ph.D, Strategy and Board of Director Evaluation and Training Adviser:** a management consultant to the arts sector, O'Connor has over thirty years' experience in the arts as a practitioner, as a Director, and in consultant management roles
- **Peter Lowry FCA, Financial Advice including Corporate, Business and Accounting Advice:** Founder of Lowry and Associates, Chartered Accountants and Business Advisers. He has recently been appointed to the Board of The Abbey Theatre.

We will hold an annual team strategy day, facilitated by an external professional, to review our Strategic Plan, our Action Plan and our Promotion and Marketing Plan to date, and to strategize for the year ahead.

In the medium and long term we will engage in succession planning for both the Board and the staff to ensure that we continue to operate effectively, and to ensure that we are prepared for any changes that may occur.

Governance

The Gallery Press DAC complies with the Code of Corporate Governance (Type B organization), with the Charities Institute Ireland Fundraising Codes of Good Practice and with financial reporting regulations SORP FRS 102. It complies with the highest standards of data protection legislation (GDPR) and recommendations.

the arts council an chomhairle ealaíon
funding literature
artscouncil.ie
arts council of Northern Ireland
LOTTERY FUNDED